





# Croatian war fears grow as talks stall

The danger of a fresh war in Croatia yesterday grew as talks between the rebel Serb leaders and the Croatian government in Zagreb.

They said the freeze would hold unless Croatia reversed its decision to expel 12,000 UN peacekeepers within their mandate expires on March 31. The UN placed troops in Croatia in March 1993 to protect the former Yugoslav republic's Serb minority. Zagreb insists that the troops do little more now than cement Serb territorial claims made during the six-month war between Croatia and rebel Croatian Serbs, backed by the Yugoslav army.

That war erupted when Croatia broke away from Yugoslavia.

Mr Milan Martić, the Croatian Serb leader, yesterday said his people in their self-proclaimed Serbian republic of Krajina "would now start preparing for war". They fear attacks from the Croatian government if Zagreb sticks to its decision to expel the UN peace-

## The demand for a UN troop pull-out is raising tension, writes Laura Silber

keepers. Serbian Krajina comprises three enclaves in Croatia which object to any peace settlement that would make them part of Croatia again. The largest enclave, Krajina proper, lies in south-central Croatia.

International mediators have so far tried in vain to persuade Zagreb to change its mind on expelling UN troops. Although the Croatian government has not openly declared that it intends to pursue military action against Krajina when the UN forces leave, diplomats believe this would be inevitable. Mr Peter Galbraith, UN ambassador to Croatia, yesterday again warned Zagreb that

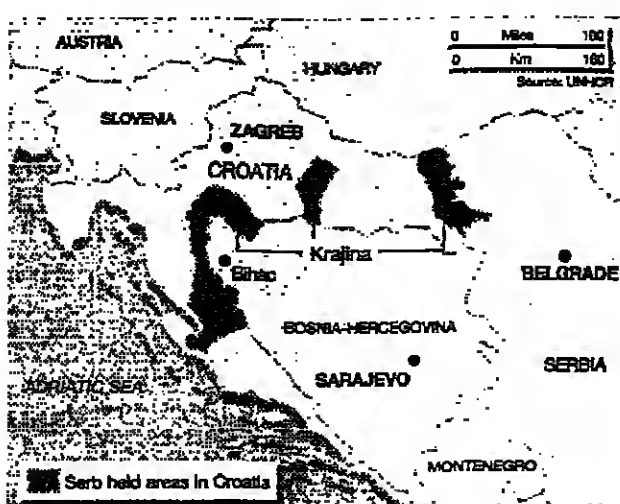
the US would oppose any military moves to crush rebel Serbs. "We state clearly that we shall not support Croatia if it chooses the military option," he said.

If the UN peacekeepers withdraw, diplomats fear a resurgence of fighting in Krajina could lead to a wider Serbo-Croat war. They are currently attempting to persuade Belgrade and Zagreb to back a compromise plan.

This would appear to entail Serbian recognition of Croatia in exchange for the renewal of the UN mandate there and the easing of UN sanctions on Belgrade. Mr Dusan Bilandzic, a senior Croatian diplomat, yesterday admitted that an agreement along those lines was being discussed.

This would lay the ground for talks on a plan put forward last month by US, Russian, European Union and UN mediators. The plan offers a broad measure of autonomy to two municipalities in Krajina.

But the decision by the Krajina Serbs late on Wednesday denied these quiet diplomatic hopes and raised fears of



renewed conflict. In the stronghold of Knin, the Serb assembly voted unanimously to freeze additional talks with Zagreb on confidence building measures and also declared a war alert. This will remain in effect until the UN mandate is renewed.

The decision did not, for the time being, cancel recent accords on the reopening of the Belgrade-Zagreb motorway and an oil pipeline which both pass through Serb-held territory. But Mr Milan Babic, the Krajina "foreign minister", made clear this hard-won economic agreement could be quashed. "Ask our people whether they would rather be fat Croats or thin Serbs," he said. President

Slobodan Milosevic of Serbia might like to jettison the Krajina Serbs. They fear that they will be used as a bargaining chip in exchange for the lifting of sanctions against Belgrade and may provoke war against Zagreb in the hopes of dragging Serbia proper into the conflict on their side. "In case of aggression by Croatia no Serb anywhere can remain neutral," said Mr Babic.

The rising tensions in Croatia yesterday had an immediate impact on neighbouring Bosnia. Clashes intensified round Bihac, the Muslim enclave in north-western Bosnia, which is sandwiched between Serb-held territory in Croatia and Bosnia.

## Catalans fall in behind González

By Tom Burns in Madrid

Mr Felipe González, Spain's prime minister, yesterday won a parliamentary victory that is likely to ensure stable government for the rest of the year.

Catalan nationalists closed ranks behind his minority Socialist party in parliament to endorse a joint policy motion which allows Mr González to avoid a dissolution of parliament during the Madrid presidency of the European Union in the second half of this year. It also gives the premier breathing space from the string of political scandals that have dogged him since he was re-elected for a fourth term in June 1993.

The motion, drawn up by the Socialist party and Convergència i Unió (CiU), the Catalan nationalist coalition, focuses on continued fiscal austerity by the Madrid administration and on swift devolution to regional authorities, in particular to Catalonia's Generalitat government. It also provides ballast for the prime minister should municipal and regional elections on May 28 bear out opinion polls indicating strong gains for the conservative Partido Popular (PP) opposition.

The Catalan support was sufficient to carry the motion to the end of a two-day state of the nation debate. During the debate the PP had called on Mr González to hold general elections in tandem with the other polls at the end of May.

The prime minister received a setback, however, when Judge Ventura Pérez Mariño, an independent whom he had co-opted on to the Socialist party lists at the last general election and who sits on the government benches in parliament, broke with the party, saying that Mr González should resign and dissolve parliament.

Judge Pérez Mariño had recently voiced his concern that the government was attempting to block investigations into its alleged involvement in death squads that fought an undercover war against Basque separatists in the 1980s. His stand was a blow to Mr González's attempts to restore the credibility of his administration in the face of the corruption controversies.

Ahead of the judge's resignation call, Mr Joaquín Almunia, parliamentary leader of the Socialist party, said the "government is guaranteed, there is no vacuum". Mr Joaquín Molins, leader of the CiU in the Madrid parliament, said his group had demonstrated its ability to work with the Socialists and had made clear its support for Mr González.

CiU backed the government's last two budgets but had kept its distance from the socialist government, refusing Mr González's persistent offers to join it as a junior partner. Yesterday's joint motion was the first to be publicly presented by both parties and sought to dispel allegations that the Catalans were lukewarm in their support for the government.

Analysts said the motion should bring back calm to the domestic markets. "The markets are now slumping off the Spanish instability factor," one said.

## EUROPEAN NEWS DIGEST

# Setback over new Polish PM

Prospects for the early formation of a new Polish government appeared to dim yesterday when Mr Józef Oleksy said he would only decide next week whether to accept the post of prime minister. Earlier this week leaders of the governing coalition - under pressure from President Lech Wałęsa to change the prime minister - agreed to let Mr Waldemar Pawlak, the present premier, step down and put Mr Oleksy, the speaker of the parliament, forward for the post. A communiqué issued after Mr Oleksy met Mr Wałęsa yesterday noted laconically that the two men had "talked about the most important problems of our country".

Later Mr Oleksy confirmed the president had reacted "in a reticent way" to his candidature and added that "everything is quite complicated". Mr Oleksy has to make sure the coalition - the Left Democratic Alliance (SLD) and the Peasant party (PSL) - can continue to work together in a new administration. The PSL is smarting from the loss of the premiership and meets today to discuss tactics. *Christopher Bobinski, Warsaw*

## Irish junior minister resigns

Mr Phil Hogan, a junior Irish finance minister, resigned yesterday after admitting leaking details of Wednesday's budget statement. Mr Hogan, 35, a member of prime minister John Bruton's Fine Gael party, admitted responsibility for the faxing of a four-page message to two Dublin newspapers some four hours before Mr Ruairi Quinn, finance minister, delivered his budget speech.

The resignation followed a parliamentary row after Mr Bruton apologised to the Dail. Mr Hogan told MPs that the mistake was due to "a lack of clarity in instructions" he had given to officials in his department. His departure is the first upset for the seven-week-old Fine Gael-led coalition, which took power after the collapse of the former Fianna Fáil-Labour administration over a judicial appointment scandal in December. *John Murray Brown, Belfast*

## Court upholds advertising ban

The European Court of Justice ruled yesterday that EU states can ban the broadcasting of television advertisements promoting distributors. It was making a preliminary ruling on an action brought in France by importer Leclerc-Siplec against French television companies TF1 and M6 for not accepting some of its advertisements. At issue is a French law, designed to protect small traders, that bars distributors from television advertising. TF1 and M6, although defendants in the case, agreed with Leclerc-Siplec that the ban was contrary to EU law and wanted it lifted. In its ruling, the Luxembourg-based court said neither EU treaties nor the "television without frontiers" directive precluded the ban. It said the ban was not contrary to EU law as it covered all distributors, did not affect intra-EU trade or competition, and did not prevent French companies advertising through other media. *Reuter, Luxembourg*

## Tietmeyer describes attack

Mr Hans Tietmeyer, Bundesbank president, testified yesterday in the trial of Ms Birgit Hogefeld, an alleged Red Army Faction terrorist. One of the charges is that Ms Hogefeld obtained a getaway car for terrorists who carried out a 1988 highway ambush on Mr Tietmeyer, when he was a state secretary at the federal finance ministry.

Describing the attack, Mr Tietmeyer said he was reading *Die Zeit* in the back seat of his chauffeured limousine when "there was suddenly a hit". He said: "I looked up and stared into the firing guns". His driver sped to the next police station with flat front tyres. Mr Tietmeyer and the driver were not hurt, but there were 15 holes in the side of the car.

Ms Hogefeld, 37, is also accused of killing Mr Edward Pimmental, a 23-year-old US soldier, in 1985 in order to steal his identification card. The card was used to gain access to Rhein-Main Air Base south of Frankfurt which was bombed, killing two people and injuring 23 others. She is also charged with helping to bomb and destroy an unoccupied, newly constructed prison in Wetterstadt, near Frankfurt, in 1993 and murdering a policeman during her capture the same year. *AP, Frankfurt*

## EU labour rules 'too complex'

European employers called yesterday for a moratorium on European labour laws and said some current rules should be simplified or abolished. They also said the new European Commission should pay more attention to what industry wanted and stop ruling from the top down. Unice, a federation of industry and employer groups from 25 European countries, said the Commission should put business competitiveness at the top of its agenda. Mr Zygmunt Tyszkiewicz, the group's secretary-general, said: "Europe is higher than anyone else in costs, more rigid than anyone else on flexibility and it lacks skills."

In a paper given to Mr Jacques Santer, Commission president, the group said businesses, especially small ones, needed relief from bureaucracy and regulations. "The main objective [in social policy] must be to reduce manpower costs... to increase the flexibility of the labour market and to raise the skills level of the workforce," it said.

Unice also called for the completion of the single market and argued that the Commission should be quicker in its regulation of monopolies. It said employers would like the Commission's power in this area to be increased to make it simpler for companies to apply for clearance of proposed mergers. "We want a one-stop shop on concentrations," Mr Tyszkiewicz said. *Reuter, Brussels*

French industry - especially the car, semi-finished goods and consumer goods sectors - expects its investment to rise by 14 per cent this year after falling 4 per cent in 1994, a survey of business leaders by Insee, the national statistics office, showed. Another Insee survey showed that French consumer confidence fell in January to minus 21 per cent from minus 17 per cent in December.

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## Investigation will test Brussels' commitment to air transport liberalisation

# Kinnock to probe Iberia funding plan

By Emma Tucker in Brussels and Andrew Hill in Milan

Mr Neil Kinnock, the new European transport commissioner, announced yesterday he is to open an investigation into plans by the Spanish government to fund Iberia, its loss-making airline, with Pta130bn (\$884.8m) of state aid. The probe - likely to take several months - will examine whether the application by Spain to rescue its flag-carrier infringes EU rules on state aid. It will be seen as a test of Brussels' commitment to air transport liberalisation.

The case follows several controversial payments to state-owned airlines last year. It is especially sensitive as this is the second time Spain has requested permission from the Commission to bail-out the car-

rier. Three years ago the Commission authorised a Pta120bn capital injection for the airline. Approval from the Commission a second time would therefore contravene its commitment to so-called "one-time last-time" payments to assist long-term restructuring plans.

Mr Juan Manuel Eguiguren, the Spanish industry minister, yesterday raised the stakes by claiming refusal to grant the aid would be "unacceptable". "We could never accept an interpretation of the treaty that makes it impossible to give state aid to Iberia," he said, following a meeting with Mr Kinnock in Brussels.

Madrid has cited the sharp fall in the peso as a key reason why its application for state aid should be allowed and has said that, without it, the company risked bankruptcy.

Meanwhile, Alitalia, the Italian state airline, is expected to seek permission from Brussels for a recapitalisation of about L1,500bn (\$925.75m) as part of a restructuring programme now under way. Alitalia has repeatedly stated that the restructuring plan would meet the Commission's one-time last-time requirements.

Iberia submitted a restructuring plan and applied for new state aid in December last year. It later withdrew the request after it revised its cost-cutting plans following wildcat strikes which led to wage concessions and redundancies.

The decision to investigate the Iberia case has to be approved by the College of European Commissioners before it can formally be opened. A decision is unlikely to be made for several months.



Neil Kinnock: early test for new commissioner

Tony Hill

# Ecu sets tills ringing at Belgian bank

There will be no dithering at Belgium's Kredietbank when, on Day One of the third and final stage of European monetary union, a hard core of countries irrevocably fix their exchange rates.

In what Mr André Swings, general manager at the Flemish bank, describes as a "pragmatic big bang", Kredietbank will account in the European currency unit, open accounts in Ecu, and disburse cash from machines displaying parallel transactions in Ecu and Belgian francs - services, which in some cases, are already on offer.

"You can go into any branch of Kredietbank in Belgium and say you want to open an Ecu account, and no one will look at you strangely," says Mr Swings. "They won't ask you, as Lloyds bank asked my wife in London, if you are talking about escudos."

To British Euro-sceptics for whom a single currency remains a far-off fantasy dreamt up by fiscalist enthusiasts, such advanced preparation may come as a surprise. But not in Belgium, famously pro-European and one of five EU member states expected to sign-up to a single currency,

## One bank is determined not to be caught off guard, says Emma Tucker

possibly in 1997, but more likely in 1998.

"We Belgians have long ago come to the conclusion that we are not the centre of the world, unlike the Germans and the British," says Mr Swings. "So as a Belgian bank we have long been active in many foreign currencies and it was years ago that we decided that all our computer systems should be multi-currency."

Today, about a quarter of the bank's foreign exchange business is carried out in Ecu providing, alongside the dollar, most of the dealing-room's profits: the daily average turnover in the European unit is between Ecu12bn and Ecu14bn (\$4.9bn-\$17.4bn) and Kredietbank acts as an unofficial "central bank" for Ecu, soaking up overnight what is left in the market.

But its commitment to a single currency came long before the days of multi-currency computers and million Ecu deals. In the 1950s, frustrated by

Belgian foreign exchange regulations, the then president of Kredietbank Mr Fernand Collin, decided to pursue the idea of the European payments unit - a system created in 1951 by the monetary authorities of 17 central banks but disbanded in 1958.

The bank set about commercialising its own invention - the European unit of account - and in January 1961 attracted its first client: Sator, a Portuguese oil refinery that had virtually no access to international capital. Kredietbank issued a bond denominated in the European unit of account, worth the equivalent of \$5m and which ran for 17 years. "We created a kind of currency but we called it a European unit of account. It did not physically exist but we accounted in it," says Mr Swings.

The practice continued for 20 years, with other banks gradually making use of the idea. A year after the Ecu basket of currencies was born in 1975 as the

linchpin for a fledgling European monetary system, Kredietbank opened its first Ecu account - a time deposit account for the European Commission. A few years later it dropped its own creation to concentrate on the Ecu.

Mr Swings, who saw the whole process evolve, is today a personal crusader for a single European currency. When he travels, he carries Ecu travellers' cheques; in his wallet lies a gleaming Ecu Visa card, and employees who travel on business in Europe are charged with three tasks. They must take Ecu travellers' cheques with them, they must attempt to pay their hotel bills with them, and they must report on the results to Mr Swings.

But he is worried that other European banks have not yet caught on. "The pragmatic big bang scenario could be perfectly applied by one bank quite on its own," he said in a recent speech in Paris. "Yet it would clearly be beneficial to the whole Union if it were to be applied by as many banks as possible. I am confident my bank will be ready in time. Will yours be too?"

# CIS unity ritual will mask two-tier divide

John Thornhill and Chrystia Freeland preview the summit of the former Soviet republics.

When he opens the summit meeting of the Commonwealth of Independent States in Alma Ata today, Kazakh President Nursultan Nazarbayev is likely to push his vision of a closely knit "Euro-Asian Union" along the lines of the EU.

Although the meeting is likely to conclude with the ritual avowals of ever closer co-operation among all 12 members, behind closed doors CIS leaders are expected to move further towards the creation of a two-tier union.

The troika at the heart of the inner tier is Russia, Kazakhstan and Belarus. The three republics took a formal step towards Mr Nazarbayev's cherished vision of integration last month, with the creation of a customs union. Last month Kazakhstan and Russia took the radical decision to combine their armed forces.

For Russia, which has been offended by western criticism of the war in Chechnya, closer ties with its former Soviet comrades has taken on a fresh appeal. While some CIS states are likely to raise gentle objec-

tions to Russia's intervention in Chechnya, the summit offers President Boris Yeltsin a valuable opportunity to show that the Kremlin is still conducting business as usual and that the Russian Federation, rather than losing control of regions within its own borders, is actually cementing ties with other former Soviet republics.

But Ukraine, whose participation is vital if the full Euro-Asia union Mr Nazarbayev advocates is to emerge, is likely to balk at any serious surrender of national sovereignty. This would have the effect of creating a second tier of more loosely affiliated republics within the CIS. At a preliminary meeting of foreign ministers yesterday the Ukrainian and Azeri ministers led opposition to closer union.

The often chilly relationship between Ukraine and Russia warmed earlier this week, when deputy prime ministers from the two countries initiated a friendship treaty, due to be signed by the two Slavic presidents at a summit meeting. But although the treaty was described by one Ukrainian leader as "a big step



towards integration". In reality the draft was initiated only after Russia conceded on two points which the Ukrainians saw as vital to protect their sovereignty.

A fundamentally different attitude towards Russia continues to divide those CIS republics, such as Kazakhstan, which hope for closer integration and the more indepen-

dently minded states, led by Ukraine.

Ukraine, which spearheaded the creation of the CIS in 1991 as a mechanism for dissolving the Soviet Union, continues to view Russia's dominant position in the region as a potential threat. Mr Leonid Kuchma, the Ukrainian president, who campaigned last year on a pro-Russian platform but has since been adamant in his defence of Ukrainian sovereignty, voiced these fears in an interview earlier this week.

"At the moment we are playing with one set of goals. Russia is standing at the penalty spot and scoring goals against everyone," Mr Kuchma said. Closer integration would be possible, he said, only after the CIS states had developed roughly similar economies, but for the time being Ukraine would focus on bilateral relations.

As the second most powerful state in the former Soviet Union, Ukraine has the clout to buck the reintegrationist trend. But for weaker states such as Kazakhstan or Belarus, closer ties to Russia within the formal equality of the CIS are

an appealing alternative to the effective domination which Russia already exercises.

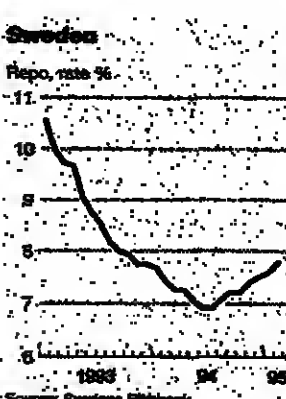
With a large ethnically Russian population which intermittently expresses a desire to separate from Kazakhstan and join Russia, Kazakhstan is in a particularly vulnerable position. Mr Nazarbayev's long-standing strategy to defuse these separatist tensions has been to lead the call for reintegration, but through an organisation in which Kazakhstan would have at least some formal measure of equality.

While some moves towards closer military and foreign policy co-ordination are likely today, experience suggests the CIS will remain a cardboard cut-out for some time to come.

"The experience of the CIS up to now is that not a single decision taken is working," said Mr Kuchma. The Ukrainian leader's sceptical view was echoed by western diplomats in Moscow, who suggested that no matter how many documents are signed at this CIS summit, actual implementation is unlikely. Chechnya's other loser, page 13

## ECONOMIC WATCH

# Sweden raises rates again



Sweden's central bank yesterday raised short-term interest rates for the fourth time since August. The move was in response to fears of resurgent inflation, despite government forecasts that price rises this year will remain within the bank's target ceiling of 3 per cent. The Riksbank raised its key "repo" - or repurchase - rate by 20 basis points to 7.80 per cent and simultaneously adjusted upwards the floor and ceiling of its short-term interest rate "corridor" by 50 basis points, setting deposit rates at 6.50 per cent and lending rates at 8.50 per cent. The bank said inflationary pressures and expectations had resulted from an upswing in the economy. Any misgivings the Social Democratic government has about Riksbank policy will be softened if the short-term rate rises help cut long-term rates, which stand more than 3 percentage points above benchmark German rates, threatening to choke off growth. *Hugh Cornegy, Stockholm*

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## Greeks veto EU-Turkish customs deal

By Caroline Southey in Brussels

The Greek government yesterday dealt a blow to European Union efforts to break the deadlock over an EU customs union with Turkey by rejecting a provisional agreement reached earlier this week.

A deal struck in principle by foreign ministers on Monday would have led to Greece lifting its veto on an EU-Turkey customs union in return for a timetable for Cyprus joining the EU around the turn of the century.

"We studied the issue assiduously and the position of the Greek government is negative," Mr Evangelos Venizelos, the Greek government spokesman, said after a cabinet meeting.

A Greek spokesman in Brussels said Athens required concessions on four points. The first two related to the accession talks. Greece wanted a

definite undertaking that negotiations on Cyprus's accession would begin six months after the completion of the EU's inter-governmental conference, as well as a structured procedure for accession similar to the enlargement arrangements for eastern and central European countries.

The Greek government also wanted mention of specific sums of money to be excluded from a €570m EU financial aid package agreed for Turkey, as well as financial assistance to help restructure Greece's textile industry. "If these points are not met, our veto stands," the Greek spokesman said.

The objections surprised officials in Brussels where negotiations were taking place yesterday among permanent representatives of the member states.

Although the agreement was subject to approval by the governments of the 15 member states, there was general optimism that the deal could be signed on March 6.

"There may be some room for manoeuvre on textiles. But objections to money go to the heart of the agreement and Greek intransigence on this could lead to the deal being delayed," an official close to the talks said.

However, he said the strong hope was that the member states could still reach an agreement as "great advances" had been made in the talks so far.

John Barham in Ankara adds: Mr Murat Karayalcin, Turkish foreign minister, said last night: "We think this is a situation between Greece and the European Union. This is an internal development that Turkey cannot evaluate."

From this it can be inferred that Mr Karayalcin believes the arrangement agreed at Monday's meeting of EU foreign ministers still stands. According to the Turks, it is up to the other 14 EU members to make Greece toe the line.

## Italian duo who are no longer in league

Robert Graham reports on the formal split facing the Northern League after its brief taste of power

The political aftermaths of the downfall in December of Mr Silvio Berlusconi's government in Italy are likely to spread further this weekend when a latent split in the Northern League of Mr Umberto Bossi is expected to be formalised at a three-day congress in Milan.

A significant minority has signalled its dissent with the position of Mr Bossi, who forced the resignation of the Berlusconi government by pulling out of the right-wing coalition. This group, led by Mr Roberto Maroni, the former interior minister and long-time friend of Mr Bossi, has organised a rival congress in Genoa on Sunday.

The breakaway faction believes their future lies with the centre-right alliance led by former prime minister Berlusconi, the leader of Forza Italia. Mr Bossi, still committed to creating an Italian state with power devolved to the regions, says he will remain in the centre and seems ready for a return to the political wilderness from which he emerged four years ago.

The 58-year-old political leader has indicated he will offer to resign before the congress. But supporters see this as a tactic to head off criticism of his highly personalised leadership and his decision to sabotage the Berlusconi government in which the League had five ministers.

Mr Bossi played a vital role in bringing about the collapse of Italy's discredited post-war political system. But the break-up of the League will radically reduce the influence of the movement, both in its electoral heartland of northern Italy and in national politics.

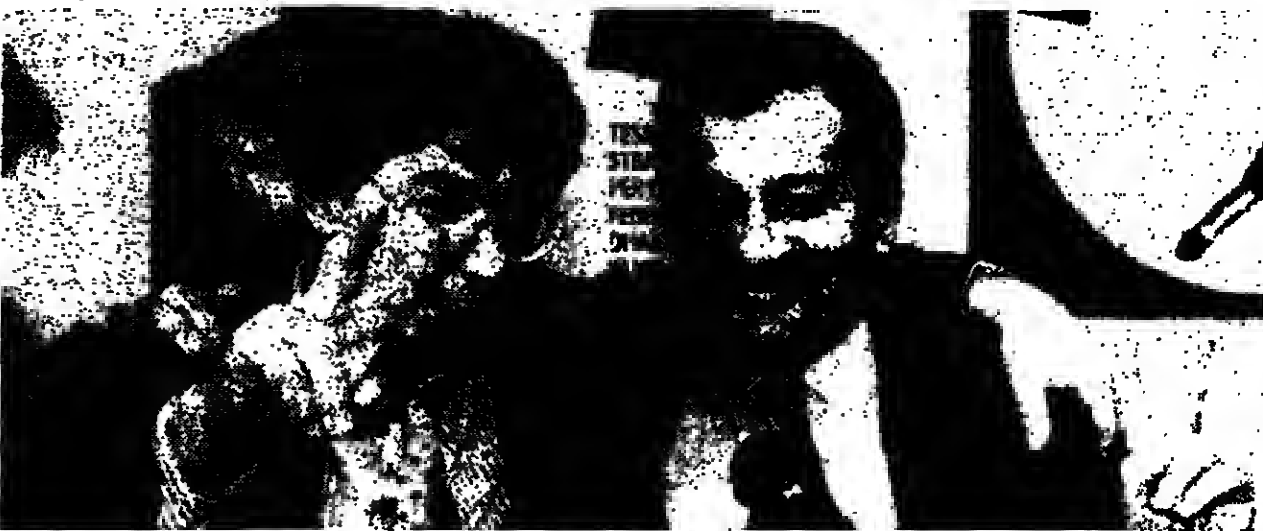
Italy's new first-past-the-post electoral system is pushing the parties into two broad electoral alliances. A smaller, more isolated League, could encourage the re-emergence of separatist tendencies espoused by a hard-core of supporters.

The League was formed by Mr Bossi and a small group of friends in the early 1980s in the rich industrial towns around Milan as a regional autonomy movement. Mr Bossi's message, propagated with the scarcest of resources, was simple: the corrupt politicians in Rome were syphoning off hard-earned savings from the north to underwrite the idle unproductive south.

He proposed greater regional autonomy and a vote for a new political force that would oust the long-ruling Christian Democrats and Socialists.

In the 1987 general elections, the League returned one deputy and one senator (Mr Bossi). By the next election in 1992, the League presence had swelled to 55 deputies and 25 senators, taking away a large slice of the former Christian Democrat and Socialist vote in the north, and appealing especially to small businessmen and the self-employed.

With strong roots in Lombardy, the Veneto and Piedmont, plus an expanding presence in Liguria and Emilia Romagna, the League was an essential ally for Mr Berlusconi's political ambitions, and the media magnate accepted that 75 per cent of the candidates in the North be of the League in the March 1994 general elections. As a result, a purely regional movement, which won less than 9 per cent



Better days in the Northern League for Umberto Bossi (left) and Roberto Maroni. At the weekend they are holding rival congresses

of the national vote, returned 117 deputies and 60 senators to parliament.

This anomalous situation created permanent tension between Mr Berlusconi as prime minister and Mr Bossi as the League's leader. Mr Berlusconi regarded the League deputies as elected by his votes and treated Mr Bossi as a querulous subordinate.

Mr Bossi could only assert his strength by continuous threats to withdraw his support. The show-down came in December when Mr Bossi tabled a no-confidence motion against the government.

Yet if he hoped the collapse of the government would initiate the disintegration of Mr Berlusconi's year-old Forza Italia - with part going to the League - Mr Bossi has been proved wrong. Forza Italia has held together and it is the League which has split.

Even before the year-end a steady stream of deserters had left, and now 50 of the 177 parliamentarians have resigned. The bulk have formed temporary independent groups. On their own and without the charismatic appeal of Mr Bossi, the League dissidents stand little electoral chance. Mr Bossi, meanwhile, must choose between being a minor player in a new centre-left alliance or going it alone.

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## Dasa may fight BAe over new aircraft role

By Bernard Gray, Defence Correspondent

Daimler-Benz Aerospace, the aircraft subsidiary of Daimler-Benz, is likely to fight against British Aerospace for the lead role on wings for the proposed Future Large Aircraft (FLA) military transporter.

It had been expected that BAe would be allocated the design work on the FLA's wings, following the UK's decision in principle to join the programme last December.

The FLA project is to be managed by Airbus Industrie, and BAe has designed and built wings for previous generations of Airbus airliners. The company has a large wing design team and factory at Chester in Britain, and part of the justification for rejoining the project was to protect BAe's leading role in wing design.

The UK defence procurement minister, Mr Roger Freeman, said last week that Britain was likely to rejoin competition was held between the two companies for the design lead on the Airbus A330/A340 family of civil airliners, which BAe won. However, Dasa is thought to be even more

desperately keen to win the FLA wing design work, because it increasingly resents being forced to do what it regards as mundane work manufacturing fuselages for Airbus, while France and the UK control the more advanced technologies of cockpit and wing design.

According to some views, Dasa is intent on gaining the technical ability to manufacture all parts of aircraft, giving it primary within Airbus and the ability to go it alone if it so chose.

However, a Dasa spokesman rejected that idea, saying: "We at Dasa are good European partners."

Despite that, Dasa executives have told executives at BAe and Aérospatiale that Dasa intends to become the "premier aerospace company in Europe".

The agreement to place the assembly of the A331 airliner at Dasa's plant in Hamburg was the first step in its expansion plans; obtaining the wing manufacture of the FLA is intended to be the next move.

If Dasa does choose to push hard for the FLA's wings, it will meet stiff resistance from BAe, provoking a fight which could be divisive within

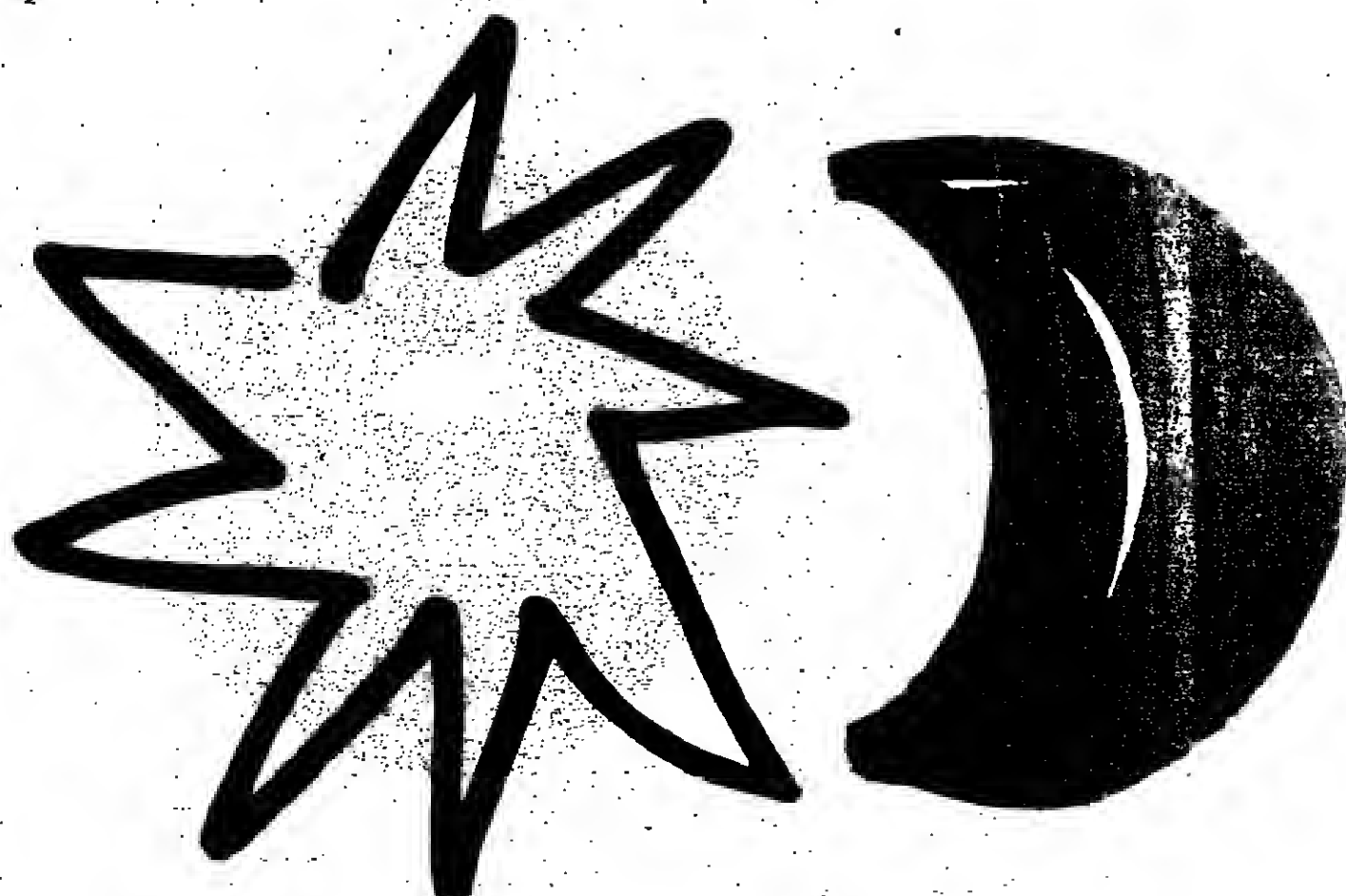
the Airbus consortium. British ministers have also expressed strong support for its wing technology. "BAe's plant at Chester is very impressive, and I can see little economic point in duplicating that ability elsewhere in Airbus," said Mr Freeman.

The German ministry of defence also privately acknowledges that there is little justification for a second Airbus wing plant for the FLA.

However, Dasa feels under threat as the prospect of a reduced level of work in its other large military projects looms.

Germany now seems likely to order only 140 of the next generation of the Eurofighter, rather than the 250 originally planned. Unless a compromise is reached, that could cut Dasa's share of the production work from 33 per cent to 24 per cent.

MACAN/REUTERS



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## NEWS: ASIA-PACIFIC

## Rao reshuffles cabinet as elections loom

By Shiraz Sidani in New Delhi

Mr P V Narasimha Rao, India's prime minister, yesterday reshuffled his cabinet as state elections which could determine the future of his Congress (I) government got under way.

Five new ministers were appointed to a cabinet depleted by a string of sackings and resignations following Congress's defeats in regional polls last November. The reshuffle is the second since Mr Rao became prime minister in 1991.

Mr Rao is under pressure to strengthen his grip on a party torn by dissent. Earlier this week his leading critic, Mr Arjun Singh, was expelled from the Congress party after resigning from the cabinet in December.

Mr Rao has recalled to cabinet Mr Madhavrao Scindia, an Oxford-educated scion of the ruling family of Gwalior and a loyal Congress stalwart.

Mr P Chidambaram, a Harvard-educated lawyer and former home, personnel, and commerce minister, is appointed a minister of state. Mr Chidam-

baram is widely admired in industry for his strong advocacy of India's economic reform programme.

Mr Chidambaram resigned as commerce minister in 1992 after disclosing that his wife had bought shares in a company implicated in the \$1.3bn Bombay stock market scandal.

Mr Scindia quit as civil aviation minister in January 1993 after accepting moral responsibility for the crash of a Russian aircraft leased by the government-owned Indian Airlines.

Other cabinet appointments include Mr Bala Singh, a former home minister in Rajiv

Gandhi's government, and Mr Ajit Singh, a former industries minister in Mr V P Singh's Janata Dal government in 1989. Mr Singh's elevation is seen as a reward for supporting Mr Rao in a crucial no-confidence vote in December 1993 when he and 12 MPs joined the Congress (I) party.

Two ministers of state, Mr P A Sangma, junior labour minister, and Mr G Venkataswamy, have been elevated to cabinet rank.

The new incumbents were sworn in by President Shankar Dayal Sharma yesterday, but their portfolios have yet to be announced.

## WORLD BANK FINALISES \$700m BANK REFORM PACKAGE

The World Bank has finalised a \$700m (\$452m) loan package to help reform India's state-owned banks. Reuter reports from New Delhi. The package, India's largest World Bank loan, will help restructure the capital of six public sector commercial banks and offer them technical assistance.

A contingency facility will assist the development of the foreign exchange

market in India, according to a government statement.

The six banks are Bank of India, Allahabad Bank, Dena Bank, Indian Bank, Syndicate Bank and Indian Overseas Bank. Total assistance for the participating banks for capital restructuring is \$300m and for technical assistance \$150m. Between them, the banks lost Rs35,67bn (\$544m) in the

1993-94 (April-March) financial year.

According to the statement, the loan "will enable the banks to upgrade management systems, improve efficiency and, through a public equity issue in future, reach the capital adequacy norms which have been adopted in India as per international standards."

The contingency facility "will provide eligible banks liquidity assurance

to assist an orderly development of the foreign currency lending market by offering them an option to borrow funds under stipulated conditions during financial market disruption."

The loan "will also assist the country in sustaining financial liberalisation, institutional development of public sector commercial banks and integration into global capital markets."

## ASIA-PACIFIC NEWS DIGEST

## Japan to budget for Kobe aid

Mr Tomichi Murayama, the Japanese prime minister, yesterday said his government plans to draft a new supplementary budget by the end of this month to finance the reconstruction of the Kobe area devastated by last month's earthquake. But he again refused to rule out the possibility of tax increases as a means of paying for the repairs.

Mr Murayama, speaking at a press conference, said the supplementary budget, which he hoped would be ready by February 24, would include funds for the construction of temporary houses for the victims of the January 17 earthquake, and the disposal of rubble and of damaged and collapsed buildings. He repeated his earlier denial of any plans to hasten the increase of consumption tax from the current 3 per cent to 5 per cent, planned for 1997, as a means of footing the bill. But the prime minister declined to comment on whether other tax increases were under consideration. "It is important to secure the sources of necessary money and it is also important to win public understanding of the matter," he said. Estimates of the earthquake damage range from ¥9,500bn (\$61.9bn) to ¥15,000bn; more than half of which could fall to the government. *Gerard Baker, Tokyo*

## China plans part in HK polls

The Xinhua news agency, China's de facto embassy in Hong Kong, has said it will play an active part in local elections in the colony next month and in September. Mr Qin Wenjun, a vice-director of Xinhua, said the agency would assist political parties in "inter-party co-ordination", a remark which suggests it will adopt a much higher profile in local political affairs. Mr Qin's admission follows a call a week ago by another senior Xinhua official for "patriots" in Hong Kong to participate in polls next month and in September. Mr Qin said: "Everyone wants to see enthusiastic participation by local people in elections. And they also do not want to see all of the seats going to a single party." *Simon Hoberman, Hong Kong*

## Australia-NZ relations 'at low'

Relations between Australia and New Zealand have sunk to an all-time low, Mr Don McKinnon, New Zealand's foreign minister, warned in Sydney last night. Mr McKinnon's comments are the bluntest acknowledgment yet that a recent dispute between the two countries over aviation access, and lack of follow-up progress on the Closer Economic Relations (CER) free trade deal, have seriously jeopardised Trans-Tasman relations. The impasse bodes ill for the Asia-Pacific Economic Co-operation (Apec) Forum, he added. "Certainly in the last three months, New Zealand cabinet ministers... say that we have reached an all-time low in the relationship with the Australian government. I cannot make it any clearer than that," he said. *Nicki Tait, Sydney*

## Fears of Australian rate rise

Fears that Australian interest rates may rise again in the medium term were reignited yesterday after monthly wages data started to show signs of wage inflation. Average weekly ordinary-time earnings of full-time adults rose by 1.6 per cent in the three months to November, bringing the increase over the past year to 4.2 per cent. The annual rate of wage inflation had previously stood at about 3 per cent, and the 1.6 per cent rise for the quarter was well above market expectations. Concern about wages was partly allayed by the January jobs data - unemployment edged up to 5.9 per cent, having fallen from 5.3 per cent in November to 4.9 per cent in December on a seasonally adjusted basis. *Nicki Tait, Sydney*

## How Malaysia discarded its fear of China

A new alliance is emerging to counter western influence. Kieran Cooke reports

Not so long ago Malaysia was deeply suspicious of China. There were few contacts between Kuala Lumpur and Beijing. Visits to China by Malaysians were strictly controlled.

In a change as profound in its way as the breaking down of barriers between west and east Europe, old regional perceptions and paranoias have been jettisoned.

Now Dr Mahathir Mohamad, the Malaysian prime minister, talks of the deep friendship between Kuala Lumpur and Beijing. "We no longer regard China as a threat," Dr Mahathir told a recent Malaysia-China forum in Kuala Lumpur. "We prefer to see China as a friend and partner in the pursuit of peace and prosperity in the region."

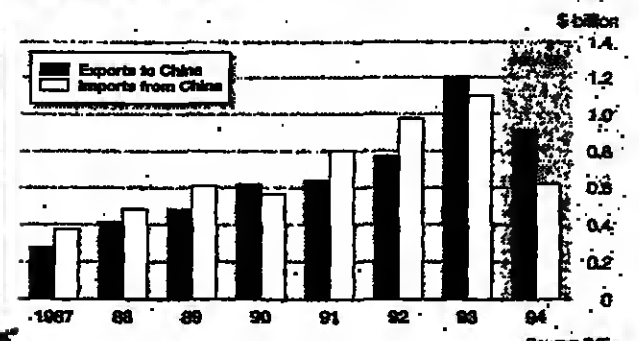
Malaysia, along with other countries in south-east Asia, was once concerned about the threat of China expanding its political and military influence in the region.

The traditional view was that China might use the region's sizeable community of Chinese - the *hua chiao* or overseas Chinese - to export communism and revolution. Malaysia, where the economically powerful Chinese make

Malaysia's trade with China: deficit to surplus



Prime minister Mahathir Mohamad: "We no longer regard China as a threat"



up about 35 per cent of the population, was concerned that any growth in China's influence in the country would lead to bloody inter-racial strife with the majority Moslem Malays.

Malaysia and China are also involved in territorial disputes along with several other countries in the region over the Spratlys, a group of islands in the South China Sea.

But these problems have been brushed aside and a new relationship has blossomed. The opening up of China's economy has been one reason for the change. Cash-rich Malaysian companies, often

controlled by Malaysian Chinese with old family ties in China, have rushed into China in search of contracts. Companies from China are also investing in Malaysia; recently released statistics show that China-based concerns have invested more than M\$560m (\$140m) in projects in Malaysia.

But Dr Mahathir not only sees China as a business opportunity. He also judges Beijing to be a vital ally in what he sees as a battle between the developing and developed world, and more specifically, a battle pitting the emerging economies of east Asia against the US and Europe.

Dr Mahathir's vision of the world is straightforward enough: the countries of the west, frightened by east Asia's economic success, are out to undermine the region. Various weapons are employed: the west tries to interfere in the internal affairs of east Asian countries. It talks sanctimoniously about the environment and human rights. Worst of all, it seeks to use trade issues and farm trading blocs to slow the east Asia economic process.

"Their objective is transparent," says Dr Mahathir. "They do not wish developing countries to continue to be competitive."

From Delhi to Tokyo, Dr Mahathir trumpets his theories. They find a ready response in many countries. The message is that this newly confident, economically successful region can teach the world a thing or two. In Japan a book, *An Asia That Can Say No: A Card Against The West*, written jointly by Dr Mahathir and Mr Shintaro Ishihara, a popular right-wing Japanese politician, has become a best seller.

In Beijing, Dr Mahathir's views find an enthusiastic audience. Malaysia has been a strident critic of western attempts to link China's human rights record to trade. It has also been a keen supporter of China's attempts to join the World Trade Organisation.

In return, China has lent its support to the Malaysia-inspired idea of an East Asia Economic Caucus (Eaec), an economic grouping to link the region's economies. Dr Mahathir sees the Eaec as a vital counterweight to what he perceives as trade blocs emerging in Europe and North America. The Eaec - one commentator referred to it as a "Caucus without the Caucasians" - would group the countries of

east Asia including China, and Japan, but exclude those which Malaysia feels do not belong in the region, mainly the US and Australia.

The Eaec has become a central plank of Malaysian policy. On a recent visit to Japan the Malaysian leader offered his hosts a deal: say Yes to the Eaec and the war will be forgotten. "If you really wish to make amends for your past, this is your chance," said Dr Mahathir. "If you think that we should co-exist then the Eaec is a step towards co-existence, towards mutual help, towards closer and more meaningful relations among east Asians."

Though Malaysia has expanded considerable diplomatic energy on the Eaec, the idea has still not got off the ground. Japan does not want to risk offending the US, which has been firmly opposed to the Eaec. Other countries in the region, notably Indonesia, have given only a lukewarm response to the Malaysian proposal.

Dr Mahathir is now turning more and more to China for support. Hardly a week goes by without some high-ranking Malaysian delegation visiting Beijing. Old fears about Chinese expansionism have apparently disappeared. A new alliance is being built in Asia.

## NEWS: INTERNATIONAL

## In unchanged Gaza, talk is of a second intifada

David Gardner visits the Palestinian city where many say that the peace and Arafat are failing

The only grass now growing in Gaza City is in the cemeteries.

The talk in this teeming, dirt-poor strip of land where Palestinian hopes of statehood are making an unpromising start is of a second *intifada*, the six-year long uprising which led Israel to conclude it could no longer hold on to the territories it conquered in the 1967 six-day war.

The peace process between the Palestine Liberation Organisation and Israel brought PLO leader Yasser Arafat back to the Gaza Strip and Jericho in the West Bank eight months ago to set up the first shaky foundations of his incipient Palestinian Authority. By now, Israel should have pulled back its troops on the West Bank to allow the Authority's "autonomous" power to spread and the PLO to seek legitimacy through elections.

Instead the peace process looks paralysed and the mood is ugly on both sides. Israel continues to expand its settlements around Jerusalem and in the West Bank, where they loom from hilltops like crusader castles. In the Gaza Strip itself, Israel still maintains 18 settlements, provocative little islands of prosperity in a sea of misery.

Islamist radicals, who in any case reject the peace process as a sell-out, have launched suicide bomb attacks in the heart



A Palestinian policeman prevents Gazan labourers from trying to get to their jobs in Israel

of the Jewish state. The most recent, on January 22 at Netanya, north of Tel Aviv, killed 21 Israelis.

In response to the attacks, the Israelis have sealed off Gaza and the West Bank for a total of eight weeks since the Authority arrived. This starves the prostrate Palestinian economy of wages earned across the borders in Israeli construction, services and agriculture, estimated by the government to be worth \$700m in a full year.

Moreover, Mr Arafat's administration, packed into makeshift buildings and hunched from one emergency meeting to another, has the appearance of a shambling, its most

manifest presence being 14,000 heavily armed police.

In the refugee camps people routinely describe as corrupt the well heeled, well armed "outsiders" Mr Arafat brought from the PLO's Tunis headquarters. The promised flow of international aid trickles in too slowly to give Gazans any feeling that the peace process is improving their living standards.

"Peace is made on the ground," says Mr Saeb Erakat, the Authority's minister for local government and elections. "The people of Gaza and Jericho are unable to feel the difference."

One Palestinian UN official says of the Authority: "They

fight for their own position, to be princes, not for those who actually brought them here."

A native of Jabalia camp where the *intifada* started, he says: "I expect a social revolution within less than two years," and "it will turn against the Authority, which will behave just like any other Arab government."

More lurid predictions come from Dr Mahmud Zohhar, the public face of Hamas, the largest Islamic fundamentalist group in the territories, which has been elected to a government. "We cannot have one man giving legitimacy to a government," says his spokesman, Mr Marwan Kamafani. "It must be the other way round."

But Mr Yitzhak Rabin's government insists Mr Arafat first establish his legitimacy as a

peace partner by cracking down on Hamas and the more radical Islamic Jihad organisation, responsible for the Netanyahu bombing. PLO officials view this pressure as self-serving, an attempt by Israel to use the Authority to crush forces it could not control in the territories, nor now, within Israeli borders.

Mr Rashid Abu Chapak, deputy chief of the Authority's intelligence service, acknowledges that illegal guns in Gaza are "still a problem", but these were there when Israeli forces left. His service has detected 30 operations against Israel out of Gaza in the past six months, and says that those caught will be tried and sentenced. But Mr Chapak insists that "the way to deal with Hamas and Islamic Jihad is not to try to crush them, but to fasten on to their more reasonable points of view. Repression would reinforce their popularity."

Mr Kamafani says: "We have not fought for so long to have a civil war now." At first he dismisses talk of a new *intifada*, but then concludes that "we're on the verge of an uprising, or of making the whole thing work."

Mr Erakat is also uncomfortable with the idea, but warns that "if this peace process collapses, the consequences will be much more than an *intifada*, and for the whole region."

## INTERNATIONAL NEWS DIGEST

## Kyrgyzstan, EU sign 10-year deal

Kyrgyzstan signed a 10-year partnership and co-operation deal with the European Union yesterday covering political, economic and commercial relations. The accord, due to come into force within two months of ratification, was signed by ambassadors at a brief ceremony. The accord underlines the need to uphold democratic principles, human rights and build the market economy, but it also stresses the necessity of developing relations between the members of the former Soviet Union.

Mr Askar Akayev, Kyrgyzstan's president, has won backing from international institutions for introducing a bold economic reform programme. Elections, held last Sunday following his dissolution of a parliament elected in Soviet times, were inconclusive. A second round is due on February 19.

On trade, the accord grants both sides most favoured nation status, grants Kyrgyzstan a three-year transitional period during which it can also offer advantageous trade terms to other former members of the Soviet Union and abolishes quantitative restrictions between the EU and Kyrgyzstan. The accord also liberalises transfer payments and capital movements, stresses intellectual property rights and urges co-operation in a range of areas. *Foreign Staff*

## Mali gold mine to reopen

Ghana's Ashanti Goldfields and Johannesburg Consolidated Investment (JCI) of South Africa have won mining and exploration rights for the Kalama gold mine in southern Mali, a government statement said. The mine closed in 1981 due to bad management, but still had an estimated 40 tonnes of gold. Mr Cheikna Diawara, mines minister, said. Production at Kalama started in 1984 under Russian management, but they later pulled out of the operation. The terms of the deal were not immediately available. *Reuters, Bamako*

## Egypt sell-off oversubscribed

A privatisation offering of 100,000 shares in a mainly state-owned Egyptian clothes company was 25 per cent to 50 per cent oversubscribed in one day of business, one of the stock-brokers handling the sale said yesterday. The sale, on behalf of the Egyptian state's Textile Industries Holding Company, was by sealed bid, with a minimum price of E£200 (£37.38) a share. The highest bidder will receive all the shares they applied for, at the price they bid.

The Kabo offering was the first of its kind in the Egyptian government's privatisation programme. Shares have previously been sold to the public through banks at a fixed price or to other companies after private negotiations. Kabo, which makes underwear for large well-known European retailers and the Egyptian market, made a pre-tax profit of E£31.5m in the financial year 1993/4 on total sales of E£129.5m. *Reuters, Cairo*

## Zambia acts on corruption

Zambian President Fredrick Chiluba, whose government has been plagued by corruption charges, yesterday ordered all his ministers and members of parliament to declare their assets and liabilities within 48 hours. It was not clear what had prompted the sudden move, but Mr Chiluba's government has been regularly accused of corruption since it came to power in November 1991. Mr Chiluba, who faces an election next year, last week said that unless his Movement for Multi-party Democracy (MMD) instilled discipline in the party and government, they could forget about a second term in office. The order is, however, being connected to the president's firing two weeks ago of his lands and natural resources minister, Chundu Kalima, for "gross indiscipline and irresponsibility". *AFP, Lusaka*

## Angola prepares for a second chance at peace

By Michael Holman, Africa Editor

With the scepticism of guests attending the wedding of a couple notorious for their rows and frequent infidelities, the United Nations this week agreed to give Angola's warring parties a second chance.

"Our message to all parties is very clear: do not make a serious mistake at this crucial time," said US ambassador Madeleine Albright.

For the second time in three years, the world body agreed to monitor Angola's transition from civil war to multi-party democracy. The UN will soon begin the phased despatch of 7,000 troops and civilians to Angola.

For the UN, it is a chance to restore a reputation dented by the failure of its efforts in Somalia. For Angola, it may be the last chance for

peace after 20 years of conflict.

It is remarkable that the peace process has got this far. When African leaders arrived in the Zambian capital Lusaka last November to witness the signing of the peace agreement, it already seemed in danger of collapse.

But on the eve of the signing, and behind closed doors, President Robert Mugabe of Zimbabwe bluntly warned Angola's President Eduardo dos Santos that his army, which had launched a ferocious onslaught on Unita bases, was threatening the peace pact that was vital to the region's hope for prosperity.

The lecture from a peer with whom he had much in common - both leaders are at heart autocratic and socialist, both have become reconciled to democracy and economic reform - may well have tipped the balance in

Angola's precarious peace process.

Adding weight to Mr Mugabe's strictures was the support of Africa's elder statesman, President Nelson Mandela of South Africa, and fellow leaders of the rest of the front line group of southern African states. It gave Mr dos Santos pause for thought, say officials who were present. And while Unita's Mr Jonas Savimbi did not attend the Lusaka summit, the signing went ahead.

All sides have learned from past experience, and new factors are at work.

It has not only been weariness of a war that neither side can definitively win which has brought lasting peace within reach, or the end of the super power rivalry which meant the loss of powerful patrons - the Soviet Union and Cuban troops who backed the rul-

ing MPLA party, and the US and South Africa, who supported Unita.

Since the UN's abortive efforts in 1992 to supervise Angola's transition to peace and democracy, the region itself has changed dramatically.

Joined by the giant that was once an adversary, southern Africa's leaders are attempting to impose a regional security pact driven by common interests.

At the same time, the UN itself has learned from experience. Only 700 or so UN troops and officials were involved in the last exercise, woefully inadequate for the task. This time, the UN Force should be adequate, though UN officials acknowledge that funding the exercise could prove difficult - particularly if it fails to win support from US Republicans, notably Mr Jesse Helms, chairman of the Senate for-

eign relations committee, and long time supporter of Mr Savimbi.

Another reason for optimism lies in the structure of the new settlement. Had the 1992 election not been based on what amounted to a winner-take-all outcome, his supporters may have had second thoughts about resuming the guerrilla war. The renewed peace deal, however, provides for a guaranteed place for Mr Savimbi and Unita in the administration and integrated armed forces.

Yet it remains far from certain that Mr Savimbi will honour his part in the process as long as his answers about his intentions remain ambivalent. The old axiom about second marriages may yet describe Angola's latest peace effort: a triumph of hope over experience.



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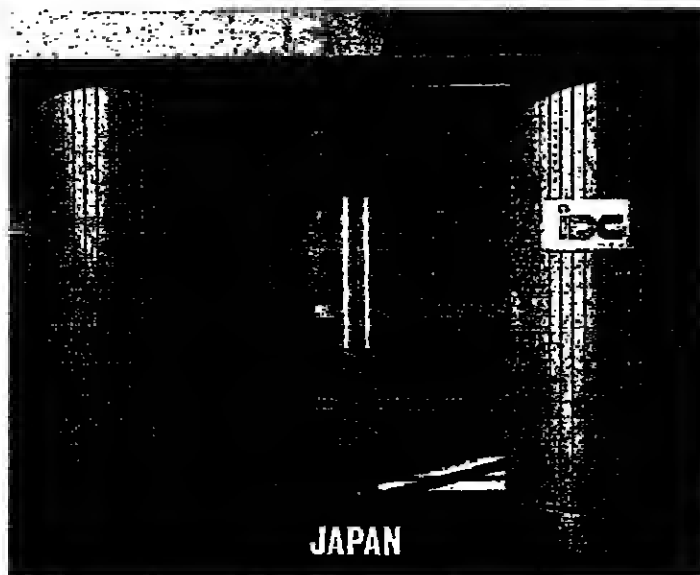
Both were able to share their knowledge, their technology and even some of their key staff with our friends down under.

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## NEWS: THE AMERICAS

# House passes bills in anti-crime drive

By George Graham  
in Washington

Republicans are pressing ahead with their drive to rewrite the crime bill President Bill Clinton pushed through Congress last year, winning extra votes from southern Democrats to crush dissent from more left-wing Democratic members.

Although the Republicans' Contract with America proposed a single crime bill, the "Taking Back Our Streets Act", legislative action has been split into separate bills.

Congressman Henry Hyde, chairman of the House of Representatives Judiciary Committee, opened proceedings this week with the victim restitution bill, which would require courts to order criminals convicted under federal law to pay compensation to their victims. The measure was passed by 431 votes to none.

But the Republican package became more controversial when debate moved on to bills to curb the *habeas corpus* rights of prisoners sentenced

to death and to weaken the exclusionary rule protections provided by the Fourth Amendment to the Constitution against unreasonable search and seizure.

The *habeas corpus* bill, passed by 297 votes to 132, would impose a one-year limit for appeals to federal courts by prisoners sentenced to death by state courts. In exchange, the Republicans offered one additional safeguard against miscarriages of justice by tying the time limit to a requirement that states provide adequate legal counsel.

Debate took a turn through the looking glass when the exclusionary rule bill came up. This measure would allow wrongfully seized evidence to be used in court, provided police had an "objectively reasonable belief" that they were acting properly.

Mr Newt Gingrich, Republican Speaker of the House, has urged his followers to read the writings of James Madison, the principal draughtsman of the bill of rights, at the foundation of the US, and later a presi-

dent. However, the Republican majority voted down - when they were proposed as a Democratic amendment - Madison's words in the Fourth Amendment, whereby "the right of the people to be secure in their persons, houses, papers and effects, against unreasonable searches and seizures", was upheld.

Yet more bizarre: 73 pro-gun Republicans joined Democratic Congressman Harold Volkmer of Missouri, one of the National Rifle Association's staunchest pillars, to pass an amendment to ensure that the only law enforcement agency not to benefit by looser rules of evidence would be the Bureau of Alcohol, Tobacco and Firearms.

The bureau, which is already the target of gun lobbyists for its somewhat haphazard attempts to prevent illegal gun sales, has become a particular bugbear since its botched assault, in 1993 in Texas, on the gun-filled Waco compound of the late David Koresh, prophet of the Branch Davidian cult.



William Fulbright: Bowed out

# William Fulbright dead at 89

Former Senator J William Fulbright, whose stirring criticism of the "arrogance of power" by the US during the Vietnam war made him a hero to activists half his age and anathema to the White House, died yesterday aged 89, after a stroke, AP reports from Washington.

He created, in 1946, the international programme to exchange students and scholars that continues with his name. More than 100,000 people from abroad have studied in the US, and more than 65,000 US students and professors have studied abroad, under the programme.

Fulbright's interest in international affairs had appeared early. Shortly after his election to the House of Representatives from Arkansas for the first time, in 1942, he crafted a 55-word resolution stating US support for an international peace-keeping organisation. The United

Nations was established in 1945. Fulbright won his Senate seat for the first time in 1944, after a primary campaign in which candidates tried to outdo each other in support of whites' privileges. He said later that this was the only way, in those times, to get elected in the US South.

His book, *The Arrogance of Power*, was published in 1966 when Fulbright was chairman of the Senate Foreign Relations Committee and the Vietnam War was under way.

It infuriated supporters of the war. "Gradually but unmistakably," he wrote, "America is showing signs of that arrogance of power which has afflicted, weakened and, in some cases, destroyed great nations in the past. In so doing, we are not living up to our capacity and promise as a civilised example for the world. The measure of

our falling short is the measure of the patriot's duty of dissent."

He said: "The greatest threat to peace and domestic tranquillity is not in Hanoi, Moscow or Peking, but in our colleges and in the ghettos of cities throughout the land."

On Fulbright's staff in the 1960s was a fellow Arkansas, Bill Clinton, then a student at Georgetown University in Washington.

Fulbright's legislative career and his 30 years in the US Senate ended in 1974, when he lost the Democratic party's nomination in Arkansas to Governor Dale Bumpers, who went on capture the Senate seat.

After his congressional service, Fulbright became a lobbyist, representing various foreign interests, several from Arab countries, via his Washington office.

# Squaring the Orange County loss

Richard Waters on the wind-up plan for the local authority fund that lost \$1.7bn

Orange County took the first tentative step towards ending its bankruptcy earlier this week with a plan it hopes will square the interests of local residents with those of financiers on Wall Street. Judging by the cries from the financiers, it still has some way to go.

The southern California county now says it lost \$1.7bn in the bond markets last year, earlier estimated at more than \$2bn. How it shares out those losses will be the subject of considerable jockeying before a plan can be put before the courts for approval.

Under the proposal put forward this week, the 186 different municipal and other authorities owed money by the county's investment fund would first get back the \$5.9bn in cash left after the investment losses - equivalent to 77 cents in the dollar.

How - and when - the county repays the remaining 23 cents in the dollar is the hard part. It proposes to do this by issuing new 15-year bonds to the creditors and by extracting cash from the individuals and institutions it blames for the disaster.

Talk of a new class of securities is already making the county's existing bondholders nervous. "What concerns us is the creation of significant new

financial obligations on the county, when they haven't made provision for satisfying their existing obligations," says Mr Charles Mires, an assistant vice president at Allstate, a US insurer which owns \$80m of Orange County bonds.

The new bonds would rank

ment strategy led to the losses (after several years of superior investment returns) is among those being sued, as is Mr Michael Stameson, the Merrill Lynch executive most closely associated with selling Mr Citron many of the investments on which the county lost money.

Also, it says it warned Mr Citron about the riskiness of his investment strategy on a number of occasions dating back to early 1992.

The plan to wind up the county's investment fund, if adopted in something like its present form, would at least lift the liquidity crunch faced

smooth over the county's losses, officials now say. Reversing that will leave the county further out of pocket.

The real crunch will come this summer, as more than \$1bn of bonds issued by the county fall due, says Ms Jane Eddy, an analyst at Standard & Poor's, the credit rating agency. Local officials have so far set their face against raising taxes - and anyway, point out that a tax increase would require support by two-thirds of local voters, something that could prove difficult to achieve.

Bondholders, perhaps equally predictably, are already beginning to talk darkly of a default that will shake the municipal bond market to its roots, and one which would shut Orange County out of the financial markets for the foreseeable future. Also, they say, county officials have the power to push through a special assessment tax without a vote - though this would be damaging politically.

As the summer repayments draw nearer, and the bankruptcy plan moves closer to court, the question of higher taxes is likely to come increasingly to the fore. If so, local residents, who were responsible for electing Mr Citron treasurer, will find it difficult to resist the fiscal consequences of their electoral choice.

Ultimately it will be the outcome of the county's court action against Merrill Lynch, which its lawsuit accuses of a high-stakes gamble with taxpayers' dollars, that determines how much is recovered

alongside existing debts - though, in another move that makes the financial markets nervous, the county would have the option of financing them with an additional half percentage point on its local sales tax.

The county's school districts would receive most of these bonds, lifting their pay-out level to 90 cents in the dollar. Others would be limited to 90 cents in the dollar (though the county itself, which invested \$2.3bn of its own spare cash in the investment fund, would only receive the 77 cents cash).

Any further recoveries would come through the courts. Mr Robert Citron, the county treasurer whose invest-

Ultimately, though, it will be the outcome of another action - that against Merrill Lynch itself - that determines how much is recovered. The US's biggest securities house stands accused of masterminding "what the county's lawsuit says 'amounted to a multi-billion high-stakes gamble with taxpayers' dollars on the direction of future interest rates'". The firm encouraged the county to borrow some \$1.5bn to leverage its bet on interest rates, as well as selling its investments which were not allowed under state law, according to the action.

Merrill, for its part, has consistently maintained that it was not acting in the capacity of an adviser to the county.

by many local agencies in this prosperous West Coast community and put off the question of how they meet any eventual losses. However, it does not address the question of how Orange County will deal with its own gathering financial crisis.

Without the investment returns it expected to receive from the fund, the county is facing a deficit in its current financial year of about \$170m. Making matters worse, the county's cash recovery from the fund will be less than others. Mr Citron's staff diverted \$85m from accounts belonging to investment pool members into Orange County's own coffers in an apparent attempt to

# Quayle 'to miss 1996 race'



Dan Quayle: Not bowing in

Mr Dan Quayle was expected yesterday to announce that he would not run for the Republican party's presidential nomination in 1996, George Graham reports from Washington.

"He is just turned off at the prospect of how much money he will have to raise to seek the nomination," said Mr Mark Goodin, an adviser to the former vice-president, dismissing speculation that Mr Quayle's recent hospitalisation for blood clots and then appendicitis might have affected the decision.

Mr Quayle is the third main figure from the Bush administration to bow out of the Republican race, after Mr Dick Cheney, ex-defence secretary, and Mr Jack Kemp, ex-housing and urban development secretary. Some potential candidates have been deterred because several big primary votes, including California's, will occur much earlier in 1996 than tradition would dictate, requiring early raising of much cash.

The withdrawal of Mr Quayle makes it more likely that Senator Richard Lugar, who has been toying with the idea and also hails from Indiana, will decide to run. But it also improves the prospects of Senator Phil Gramm, the right-wing Texan, who might have lost votes from the Christian right to Mr Quayle. Mr Gramm and Senator Bob Dole, Senate leader, are seen as the front-runners for the Republican nomination.



# FIDELIO IN BREGENZ

with the FINANCIAL TIMES

Wednesday 26th July - Saturday 29th July

After the success of David Pountney's production of *Nabucco*, which proved a sell-out in both its seasons, we are delighted to invite Financial Times readers to the Bregenz Festival for his new production of *Fidelio*.

This July come with us again to this small Austrian town on the shores of Lake Constance, where we have reserved seats for the open air performance of *Fidelio* and for Harry Kupfer's production in the Festspielhaus of *The Legend of the Invisible City of Kitesch*.

We have arranged with British Airways to fly FT readers from London Heathrow to Zurich. There, hire cars will be available for you to enjoy the drive over the border, and for your use throughout your stay. We have suggested a four day itinerary, though arrangements can be adjusted to fit in with your plans.

The Financial Times, has secured a limited number of tickets for both performances. To receive further details of this FT Invitation please complete the coupon opposite.

## Suggested Itinerary

Wednesday 26th July  
Depart Heathrow at 12.00pm. Flight BA 714.  
Arrive Zurich at 2.40 pm. Drive to Bregenz.

Thursday 27th July

Nikolai Rimsky-Korsakov's 'Die Legende von der unsichtbaren Stadt Kitesch' at the Festspielhaus

Friday 28th July

Ludwig van Beethoven's 'Fidelio' on the Floating Stage.

Saturday 29th July

Depart Zurich at 3.40 pm. Flight BA 715.  
Arrive Heathrow at 4.20 pm.

## Exits

Hotel Schwarzer 6675. Hotel Hirschen 6654. Pension Traube 6645. Prices are per person sharing a twin room with shower and wc, on a bed and breakfast basis. Scheduled air travel by British Airways from Heathrow, Opera tickets for both performances, and a Group A Hertz car for three days.

Alternative flights (dates or departure airport) can be quoted on request. It is possible to upgrade the car group prior to departure at additional cost. All elements of this invitation are subject to availability.

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# Republican aim to fund welfare via states

By George Graham  
in Washington

Republicans in the House of Representatives yesterday unveiled their plan for reforming the US welfare system by giving the states lump sum financial grants to devise their own social safety net programmes.

"The essence of it is [that] we're going to [put] a substantial number of programmes into one block grant, send them back to the 50 states and the District of Columbia, and have 51 different experiments in how we break out of the welfare system," said Mr Newt Gingrich, Speaker of the House.

Congressman Clay Shaw of Florida, who chairs the House sub-committee responsible for welfare and has led the work on drafting the new plan, plans to start committee consideration next week of a bill that would end the premise that welfare is an entitlement: that anyone who meets defined eligibility standards is entitled to receive the payment.

That means the amount of money the federal government gives to each state to administer welfare can vary in accord with the number of people eligible. Instead, the block grant proposal would give states a fixed sum.

States would be required to stop cash payments to unmarried mothers under the age of 18 and to legal immigrants who have not become US citizens.

The states would not be allowed to continue welfare benefits to anyone for more than five years, except in hardship cases, and would be required to meet federal goals for moving welfare recipients into jobs.

House Republicans agreed the proposal with a taskforce of Republican governors led by Governor John Engler of Michigan.

However, many Democratic governors remain hostile to the proposal to move from entitlements to block grants - especially as the grant goes on the greater flexibility allowed to the states would be a five-year freeze on federal funding levels.

# Pressure from down on the American farm

Laurie Morse finds Republicans wary of losing votes through cutting support for agriculture

The Republican Party's resolve to resist special interest groups and cut US federal spending looks set to be tested in congressional hearings, which opened this week, on the future of US farm law and the tangle of entitlement programmes it supports.

The US government has paid out nearly \$180bn (\$97bn) in direct subsidies and disaster payments to a dwindling group of farmers over the past decade. In such mid-western states as Kansas and Indiana, where the farm vote is a bastion of Republican support, federal payments to individual farmers average between \$20,000 and \$40,000 a year.

Now, as Congress prepares to write its first farm bill for five years, even farm interests admit that declining rural population, growing demands by cities for resources, and concessions demanded by environmental groups may force radical reform in farm policy. Hearings on the 1996 Farm Bill are expected to continue through this year.

That the Clinton administration wants the Republicans to take the initiative in agricultural reforms, as with other cuts in popular programmes, was clear from the budget which the White House released on Monday. Farm spending for 1996, at \$62.3bn, was left unchanged and only token cuts of \$1.5bn were proposed for the next five years.

Senator Richard Lugar, the Indiana Republican who chairs the Senate agriculture committee, attacked the Clinton farm budget as "timid". The senator has promised his committee will review farm policy and spending top to bottom. He has shown a willingness unusual for a farm state legislator to examine even the most embedded farm programmes.

"At this point, I would not rule out any options, including the abolition of the programmes, their conversion into block grants for administration by the states, the creation of a user-funded revenue assurance programme, or a re-direction of funds into priorities like research, rural empowerment, and market development," he said.

However, powerful members

of his own party have been much more cautious in their statements about farm programme cuts. Two men from Kansas - Congressman Pat Roberts, who chairs the House of Representatives agriculture committee, and Senator Robert Dole, Senate majority leader - continue to say that farm price supports play an important role in stabilising farm incomes.

Farm subsidies, generally offered as incentives for controlling supply, include payments for differences between market and "target" prices, low-interest loans, and even

Farm lobbyists argue that agriculture has shouldered its share of budget cuts, noting that spending on farm programmes has declined by half since the mid-1980s, while total government spending has increased by half

payments for storing commodities pledged to the government as collateral for loans.

Although they add up to billions of dollars each year, US payments to subsidise farm exports are considered separately from US domestic production subsidies, and have not been specifically targeted by Mr Lugar's committee.

Farm lobbyists argue that agriculture has already shouldered its share of budget cuts, noting that spending on farm programmes has declined by half since the mid-1980s, while total government spending has increased by 50 per cent.

However, demography presents a powerful counter to that argument. During the last decade, US agriculture has increasingly become the province of bigger, more efficient

farm businesses, and rural economies have diversified. As a result, less than 20 per cent of all US farms produce 85 per cent of US farm output.

Because farm payments are production-based, the bulk of US agricultural subsidies is being paid to relatively few high-income entities. This will be hard to support as Congress begins to cut welfare payments to the urban poor.

Also, farming now accounts for only 10 per cent of US rural income, according to agriculture department statistics, and rural representation in Congress has declined along with farm population.

Although farm legislators used to be able to count on the support of their urban colleagues to back generous farm funding in return for devoting a portion of the farm budget to such urban relief programmes as food stamps administered by the agriculture department, those deals are becoming more difficult to forge, legislative aides say.

Instead, farm interests are looking towards uneasy alliances with environmental groups in order to make progress on farm spending issues. Although environmentalists have been attacking farmers for intensive use of pesticides and herbicides, and for contributing to land erosion and water pollution, the two parties may yet find some common ground in the farm bill debate.

A popular programme which has paid farmers to take 36.5m marginal acres out of grain production over the past decade, and devote this land to conservation, is expected to be renewed in the new farm law, with environmental backing. However, environmental groups are insisting that the programme's goals be more efficiently aimed towards conservation, rather than grain supply management.

"Environmentalists have been among the strongest supporters of conservation spending within the agriculture budget, and in so many ways that sort of coalition will influence agricultural spending," said Mr Andrew Art, policy analyst for the Washington-based Environmental Working Group.

صكيان الاول



## Juppé aim to break EU-Israel deadlock

By Julian O'Connell in Jerusalem

French foreign minister Alain Juppé yesterday conceded Israeli demands for access to European Union research and development committees in a move aimed at breaking the deadlock over signing any new Israeli-EU trade association agreement.

Israeli and EU officials said Mr Juppé had made the concession in a meeting with Israeli prime minister Yitzhak Rabin and Israeli trade and agriculture ministers who have led opposition to signing the draft agreement.

The concession will allow Israel some form of participation in committees which design and plan the R&D programmes but would not allow Israeli voting powers.

The officials also said the two sides would meet in Brussels next Thursday for a further round of talks and both sides had pledged increased political will to conclude an agreement.

Mr Albert Maes, EU ambassador to Israel, said the Brussels talks should pave the way to an initialing of the agreement in March. But Mr Oded Eran, Israel's chief negotiator with the EU, said although Mr Juppé's concession "cleared the bilateral atmosphere between Israel and the EU" there were still considerable negotiations over details before Israel could sign the agreement.

EU officials said, however, there was mounting frustration in Europe about Israel's continued push for further concessions aimed at making a substantial dent in Israel's \$7.4bn trade deficit with EU member states.

Mr Juppé said Israel should realise the EU had given it an extremely privileged agreement with concessions on R&D and capital movement and should accept that it was "not the 16th member of the Union."

## Alcatel to double China investment

Tony Walker reports on power engineering successes in a highly competitive market

Alcatel Alsthom, the international conglomerate in transport, energy and communications, could not be accused of thinking small in China. It plans to invest \$800m in the telecommunications sector alone in the next two to three years, doubling its manufacturing investments in China for items ranging from switching gear to optical fibre cable.

Mr Pierre Suard, chairman and chief executive of Alcatel Alsthom, said in Beijing this week that companies under his control planned a "long-term role" in the development of Chinese infrastructure. That position would seem to be guaranteed, judging from the company's recent success in securing contracts in power projects, both nuclear and conventional.

"We will be here even in the 21st century," Mr Suard confidently told reporters.

Earlier this month Alcatel Alsthom through its subsidiaries Framatome and GEC Alsthom won agreement to supply \$20m of equipment for

the second-stage of the Daya Bay nuclear power plant in the southern province of Guangdong, adjacent to Hong Kong. Geclec, the Alsthom subsidiary will contribute engineering and technical assistance.

Framatome's nuclear units are worth some \$1.3bn under the agreement and GEC Alsthom's steam-turbine generators \$548m. Part of the equipment will be produced within the country, according to China Daily. Alsthom is eyeing opportunities to supply such items as giant turbines for the Yangtze river "Three Gorges" dam. The Three Gorges project is easily China's most ambitious civil engineering scheme with an estimated cost of between \$20bn and \$30bn.

The company is also poised for further successes in the power sector through its GEC-Alsthom subsidiary. According to José Rosel, France's industry minister, the company has won a \$471m contract for a thermal power station in Sichuan. It is also working on a giant scheme in Zhejiang prov-

ince, among other possibilities. GEC Alsthom is in competition to supply equipment for the proposed oew Beijing-Shanghai "high speed" train project which is in the planning stage. GEC executives believe that the company's TGV high-speed train is a serious contender. Since 1988, GEC Alsthom has supplied 415 locomotives to China.

But for the moment it is Alcatel Alsthom's involvement in China's rapidly-expanding telecommunications sector that is absorbing much of its managerial energy. Mr Suard said the company through its joint venture investments hoped to develop China as a production base not only for the Chinese market, but also for the developing nations of Asia and the Pacific.

Alcatel has established some 15 joint ventures in China since it formed Shanghai Bell Telephone Equipment Manufacturing in 1985. The project now produces telephone exchanges and switches with 4.5m lines a year.



Pierre Suard: 'We will be here even in the 21st century'

Alcatel is planning another "five or six" joint ventures this year, according to Lewis Witters, a senior representative in Beijing. These ventures include telecommunications services and also the manufacturing of such items as highway ticketing equipment for toll roads that are being established throughout the country.

Alcatel joint ventures are supplying about a third of China's digital switching equipment, but as Mr Witters says: "While things look quite promising, what you can't avoid in this market is competition. It is becoming more competitive all the time, and you are now facing competition from purely local players."

## China cancels order for US corn

By Laurie Morse in Chicago and Tony Walker in Beijing

China has cancelled an order for 630,000 tonnes of US corn but US officials and grain dealers said yesterday it was done for purely economic reasons, and was not related to a trade war that is brewing between the two countries over copyright violations.

A spokesman for the US department of agriculture said the decision was "due to commercial considerations in light of current and anticipated world price levels." Grain traders agreed, saying excellent crop prospects for South American corn made the cancellation advisable. "Argentinian corn is selling for \$5 to \$6 per tonne less than US," said Mr Daniel Basse, research director of Allendale, a grain market advisory firm. "Given those market conditions the cancellation is not surprising."

In fact, given China's gener-

ous purchasing programme this year, many traders had anticipated cancellations. World corn prices, as reflected in the futures markets at the Chicago Board of Trade, barely noticed China's action, with prices moving only slightly lower yesterday.

The politics of food, both in the US and China, run so deeply that both sides seem to have exempted grain dealings from the current dispute. The trade sanctions proposed against China for pirating American-made movies and software, for example, did not keep the Clinton Administration from announcing on Tuesday that it had awarded China additional export subsidies to purchase up to 1m more tonnes of US wheat this year.

Administration officials explained the award by saying the subsidy benefited US farmers, not China. The wheat allotment, made under the US department of

agriculture's export enhancement programme, allows China to buy US wheat at prices below the world market, and can be valued at more than \$20m. Grain traders do not expect China to use the new award, however, until the trade dispute is resolved.

China has bought 3m metric tonnes of US wheat so far this year, always using US export subsidies, and grain dealers say shipments of these purchases are proceeding on schedule.

In addition to the wheat and a large quantity of US vegetable oils, China has ordered 2.1 m tonnes of US corn for the marketing year 1994-95 to bolster existing stocks and to ensure there is an adequate supply. Rising food prices have been the main cause of inflation there, running at more than 20 per cent.

Unlike wheat, China's purchases of US corn were made without subsidised price con-

cessions, leaving them vulnerable to cancellation as world corn prices fall.

Domestic corn prices in China rose sharply in 1994, and at one point last year were double those on the world market, largely due to shortages caused by poor rain distribution. This prompted large Chinese orders for imported grain. Domestic prices have since eased.

US and Chinese negotiators are due to resume talks next Tuesday in an effort to resolve their dispute over widespread piracy of US products. The two sides have threatened tit-for-tat sanctions if agreement cannot be reached by February 26.

Meanwhile a foreign ministry spokesman has repeated China's demand that the US drop its "unreasonable" demands over copyright infringement ahead of the talks. US negotiators are pressing for "concrete" action against counterfeiters.

### WORLD TRADE NEWS DIGEST

## Norway to pipe gas to France

Eleven oil companies operating in Norway yesterday announced plans to build the world's longest marine pipeline and a receiving terminal at a cost of Nkr1.5bn (\$1.4bn) to transport gas from the Norwegian North Sea Sleipner field to the industrial area of Dunkirk in France. Gaz de France will take a 35 per cent stake in the terminal.

The 40-inch diameter 860km pipeline will have annual capacity of 12bn cubic metres of gas and will expand Norwegian export capacity by 25 per cent. The companies participating in the project include the three Norwegian oil companies, Statoil, Norsk Hydro and Saga Petroleum, and Neste of Finland, Norske Shell, Esso Norge, Elf Aquitaine Norge, Total Norge, Conoco Norge, Mobil Exploration Norge and Norsk Agip. Karen Fosell, Oslo

## Babcock wins Chinese order

A consortium of Babcock Energy, part of the UK's Babcock International, and Westinghouse Electric of the US has won a conditional letter of award to supply more than \$800m of equipment for two power stations in China's Shandong province. Babcock will supply four coal-fired boilers worth \$300m. It comes two weeks after Babcock won a \$300m contract to supply four coal-fired boilers for two power stations in China's Liaoning province. The deals will safeguard jobs and emphasise the importance of the Chinese power market for western suppliers of plant for coal-fired stations, which remain a crucial part of China's power strategy. In 1993, China accounted for 58 per cent of the world market for coal-fired boilers. Andrew Baxter, London

## Yemen picks Total for gas plant

Total, the French energy group, was yesterday selected as project leader for the development of a proposed \$2bn liquefied natural gas scheme in Yemen. Total will put together a consortium to invest in the project and be responsible for arranging financing. The scheme includes building a pipeline from the Marib field in northern Yemen to a 5m tons a year liquefaction plant on the coast.

The project is the latest in a string of recent announcements about proposed LNG projects in the Gulf. Most are targeted at customers in the Far East, although a recent agreement between Enron of the US and Qatar is aimed at customers in India and Israel. The appointment of Total as project leader is the first big development in the Yemeni energy sector since the civil war ended last year. Total had been competing with Enron of the US and Hunt Oil. Proven gas reserves in the Marib area are about 425bn cubic metres. Robert Corzine, London

Mr Ron Brown, the US commerce secretary, in Kuwait on a trade and investment mission, yesterday announced formation of a \$2.2bn joint venture between Union Carbide and Kuwait's Petrochemical Industries. The venture will build and operate a major petrochemical complex in Kuwait.

Singapore said yesterday it had decided to impose an interim anti-dumping duty of \$813 to \$896 a tonne on imported reinforcement steel bars from several Turkish steel mills. The move follows a complaint last December by NatSteel, Singapore's sole steelmaker.

Breda Costruzioni Ferroviarie, the Italian state railway equipment manufacturer, has won a \$215m contract from the Boston city authorities to supply 100 light rail vehicles for the city's tram and metro system.

ABB Alsea Brown Boveri has won an initial order for its new 240 megawatt GT26 gas turbine from Badenwerk, a German utility, as part of a \$120m contract to modernise a generating unit of the Rheinbaben power plant near Karlsruhe.

### OECD Export Credit Rates

The Organisation for Economic Co-operation and Development announced new minimum interest rates (%) for officially supported export credits for February 1995 to March 14 1995 (January 15 1995 to February 14 1995 in brackets).

D-Mark	8.07 (8.28)
Ecu	8.94 (8.77)
French franc	9.03 (8.86)
Guilder	
up to 5 years	8.15 (8.30)
5 to 8.5 years	8.40 (8.50)
more than 8.5 years	8.80 (8.85)
Italian lire	11.40 (11.27)
Yen	4.70 (4.70)
Pound	12.88 (12.20)
Swedish krona	9.73 (9.58)
Swiss franc	8.39 (8.45)
US dollar for credits	
up to 5 years	8.88 (8.71)
5 to 8.5 years	8.78 (8.78)
more than 8.5 years	8.79 (8.80)

These rates are published monthly by the Financial Times, normally at the middle of the month.

A premium of 0.25 per cent is to be added to the credit rates when foreign aid is included.

OECD-based rates of interest are the same for all currencies. For the period from January 15 to August 31 1995, the OECD-based rate will be 7.35 per cent. It will be abolished, transition period included, on August 31 1995.

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# Warburg reshapes roles of top managers

By John Gapper, Banking Editor

S.G. Warburg, the investment bank, has reshuffled management responsibilities in order to shift day-to-day control of operations away from Mr Nick Verey and Mr Derek Higgs, the chairmen of its banking and broking arms.

The heads of its corporate finance and securities divisions will now report directly to Lord Cairns, Warburg's group chief executive, rather than

through Mr Verey and Mr Higgs, who were appointed last year.

Warburg, which has suffered a series of upsets since the collapse of its merger talks with the US investment bank Morgan Stanley in December, said the shift would "clarify" the roles of Mr Higgs and Mr Verey.

Lord Cairns is due to become chairman in June on the retirement of Sir David Scholey. Analysts, however, have questioned the strength of War-

burg's management following poor results last year in investment banking operations.

Some executives of rival investment banks argue that Warburg should bring in a chief executive from outside the bank to counter the market perception that it is drifting after the collapse of merger talks.

The positions of Mr Mark Nicholls, co-head of Warburg's corporate finance division, and Mr Michael Sargent, head of securities, will be strengthened

in the reshuffle. Mr Nicholls and Mr Sargent will both report directly to Lord Cairns on the day-to-day running of the business, while Mr Higgs and Mr Verey will focus on client relationships and marketing of the firm internationally.

Mr Higgs, chairman of S.G. Warburg & Co, the merchant bank, and Mr Verey, chairman of S.G. Warburg Securities, are both long-standing Warburg executives who were previously managing

directors of their businesses. Lord Cairns told a meeting of Warburg board directors last week that a gap had emerged between its policy committee, which decides on strategy, and the executive committees which run day-to-day operations.

He said this would be addressed by Mr Nicholls and Mr Sargent joining the policy committee, on which Mr Higgs and Mr Verey already sit, and reporting directly to him rather than through Mr Higgs

and Mr Verey. Lord Cairns said that Mr Higgs and Mr Verey would continue to play an important role in strategic thinking, and representing the firm externally, and would "move closer" to the bank's operating divisions.

Mr Hugh Stevenson, chairman of Mercury Asset Management, which is 75 per cent owned by Warburg, will continue to hold operational control of that business, which has been more profitable than investment banking.

## Calf campaigners prepare to defend pigs and chickens

By Deborah Hargreaves

British farmers struggling against a wave of public protests over the export of live animals to mainland Europe are worried that protesters will try to disrupt other aspects of intensive farming.

Mr William Waldegrave, agriculture minister, warned producers this week that they will not be able to escape from the spotlight. "Other aspects of modern farming will come under scrutiny in turn and the industry must be prepared for this."

So far, protesters have concentrated on the transit of live calves and lambs to France and the Netherlands and the fate of the calves in veal crates. Widespread protests have blocked ports and airports.

Scottish campaigners yesterday released an undercover film of animals being badly treated in livestock auctions and called for tougher controls on such markets.

The National Farmers' Union of England and Wales has formed a committee to draw up a code of conduct on animal welfare for producers. But UK farmers insist that their standards are already among the highest in the world.

This claim is hotly disputed by animal rights groups such as Compassion in World Farming, which maintains that farmers have improved their welfare standards only under pressure from the public and, subsequently, from the govern-

ment.

Animal welfare groups are urging their supporters to broaden opposition to intensive farming practices such as those involved in poultry and pig production. "The conditions in which broiler chickens are kept are absolutely appalling," said an official of the Royal Society for the Prevention of Cruelty to Animals.

"The test for us is whether the practices affect animals' health or frustrate strongly motivated behaviour," said Mr Peter Stevenson, political and legal director of CIWF.

By these criteria, he says, a number of farming practices are unacceptable. He cited the keeping of hens in battery cages, broiler chicken systems in which birds are kept outside small cages, but still in extremely crowded conditions; sow stalls and farrowing crates for pigs.

Battery hens and broiler chickens - which are produced for meat - have brittle and often broken bones as they are not able to move enough, Mr Stevenson says. In addition, he said, broiler chickens are bred selectively to increase meat output, but their leg strength and hearts do not keep up with the rate of growth, causing many leg problems and widespread heart disease.

In Britain, 30m birds are kept in battery cages. Although eggs laid by chickens kept in outdoor yards have been popular in recent years, 90 per cent of eggs still come from battery hens. Some 600m



Feeding time for caged chickens kept in conditions described by campaigners as "appalling"

A group called Bale (Brightlinges Against Live Exports) appealed yesterday for national support for an attempt to "stop the lorries" today. Brightlinges is a small port in eastern England which has been the scene of four weeks of protests against the export of live sheep. Police said yesterday that the port is

due to receive its first truckload of live veal calves today. The aim is to load the 120 animals on a ship heading for Belgium. More than 150 protesters have been arrested in recent demonstrations against the sheep trade through the port. The police appealed to campaigners to demonstrate peacefully today.

broiler chickens are produced and 13m pigs - 95 per cent in intensive systems.

Farmers say these conditions are necessary to produce the cheap food that consumers want. "The worry over animal welfare is a sign of a well-fed society with no concerns about where its next meal is coming from," said one livestock farmer.

But Mr Stevenson believes that his message is at last falling on receptive ears and that the public will be prepared to pay extra for humanely reared

produce. CIWF, which has been at the forefront of recent protests, was founded in 1967 by a farmer who became disillusioned with the trend towards intensive farming. The organisation now claims 30,000 supporters who contribute about £700,000 (£1.08m) a year.

The RSPCA is Britain's best-known campaign group for animal welfare and started the drive against live exports five years ago. It has managed to bring its demands for shorter journey times to the European

Union's negotiating table several times, only to see them defeated by a group of southern member states.

Journey limits will be discussed again at the next council of EU agriculture ministers on February 20 when the UK is hoping to broker a compromise.

The RSPCA has unique charitable status for a campaigning body - it was created with its own act of parliament in 1824. The group calls on 500,000 supporters with annual funding of £34m - 59 per cent of which comes from legacies.

The British groups recognise the need to take their message to the EU stage in an effort to change European law. British farmers complain that higher welfare standards imposed unilaterally by the UK will disadvantage them in competition with other EU producers. But welfare supporters argue that Britain must lead the way.

## N Ireland nationalists storm out of talks

By John Murray Brown in Belfast and John Kemptner in London

The latest session of the Northern Ireland peace talks between the government and Sinn Féin broke down yesterday amid claims that a meeting room might have been bugged. Sinn Féin is the political wing of the Irish Republican Army.

Both sides agreed to postpone the talks after Mr Martin McGuinness, leader of the five-member Sinn Féin delegation, told the head of the British team that a scanning device used by Sinn Féin was "receiving a positive signal from a piece of office equipment", the Northern Ireland Office said.

The room, one of a number used for private consultations, was immediately sealed off and the meeting was called in to investigate.

A senior Downing Street official said he had a categorical assurance that "no device has been placed in the room by anyone with the authority of the British government".

Mr Michael Ancram, the UK's Northern Ireland minister, said: "I would like categorically to state that any suggestion or inference that this room was in any way monitored by or on behalf of the British government is totally without foundation."

Mr Ancram said he had been in contact with Sinn Féin over a new date for the talks. Sinn Féin officials said a new venue might be needed. After an initial search the police said it had not found a device.

Sinn Féin was quick to deny suggestions that it had contrived a walkout. However, the breakdown comes at a critical time, with London urging Sinn Féin to make some gesture on the decommissioning of the IRA's vast arsenal.

Questions also remain over renegade elements in the IRA after the discovery of an unexploded Semtex bomb in Northern Ireland on Tuesday. The IRA denied responsibility for the bomb and suggested it was the target of smear by "provocateurs".

Observers suggested that as the negotiating process enters a more sensitive phase, allegations of dirty tricks are likely to increase.

Yesterday's meeting, the sixth session of exploratory dialogue aimed at bringing Sinn Féin into all-inclusive talks with Northern Ireland's main political parties, broke up after a few minutes.

The two sides still have to resolve the arms issue, with Sinn Féin arguing that it should be dealt with as part of all-party talks. It is demanding that the British government upgrade the meetings to ministerial level and move quickly to talks with other political parties.

## Drugs decision by European court is attacked

Ministers and opposition leaders united yesterday in condemning a decision by the European Court of Human Rights to order the government to pay nearly £14,000 (£21,700) to a convicted drug trafficker, our Parliamentary Correspondent writes. Mr David Maclean, a Home Office minister, attacked the "daffiness" of the European jurists and insisted that

Britain's laws for dealing with drug dealers were "just and appropriate".

The court found that the European Convention on Human Rights was breached when Mr Peter Welch was convicted on five counts of drug trafficking. He was sentenced to 22 years imprisonment in September 1988, and to a further two years if he failed to comply with a confiscation order for £56,914.

Mr Welch, then aged 49, with homes in London, Wales and

Portugal, was said to have been the mastermind of a gang which included his girlfriend, Ms Delyth Davies, 27, who was jailed for 14 years. The case involved an attempt to smuggle cannabis worth £24m on to a secluded Welsh beach.

The European court said the judge was not entitled to make the confiscation order because it was based on an act that did not become effective until 1987, while the offences were committed in 1986. English law says courts must assume that

any money owned by a trafficker in the six years leading up to his arrest is the proceeds of trafficking. Orders for some £55m of assets to be seized have reportedly been made since the act came into force.

The effect of yesterday's ruling is that this breaches the European Convention on Human Rights, which says laws cannot be applied retrospectively. The Home Office described the ruling as "very disappointing and frustrating." It said the ruling did not mean

that orders confiscating the proceeds of crime were contrary to the European Convention on Human Rights. "The sole issue about the Welch case is whether the confiscation order is a penalty and whether it could be applied retrospectively."

Mr Jack Straw, the opposition Labour party's shadow home secretary, said the British public would find it almost impossible to understand the "bad" decision made by the European Court.

## Industry lobby backs caution on EU currency

By Michael Cassell, Business Correspondent

The government was "eminently sensible" not to commit itself at this stage to a single European currency, Mr Howard Davies, director-general of the Confederation of British Industry, said yesterday. The confederation is the largest employers' lobby in the UK.

Mr Davies, who was addressing the Institute of Food Research, said he would not wish to rule out "for an eter-

nity" British participation in a single currency.

But he stressed that the government should do more than simply wait to see how circumstances evolved. "I would be implementing proper independence for the Bank of England to give us a fighting chance of maintaining our improved inflation picture into the future," he explained.

Mr Davies said he did not think it was likely that a majority EU member states would be ready to meet the

criteria laid down in the Maastricht treaty, enabling them to implement a single currency by 1997. He said: "Most of those who fulfil the requirements will not wish to join, while most of those who do not, will do."

Those who most needed the monetary stability offered by economic and monetary union were the most enthusiastic supporters. It was more likely, he said, that a core of member countries will wish to go for a single currency in 1999. Mr Davies accepted that British

business opinion was divided over the best timing for UK entry, although there was concern about the impact of the UK remaining outside a currency union.

"That impact could be more or less severe depending on the numbers of countries within it. Or depending on the readiness of the British economy to accept the tough discipline which would undoubtedly be imposed by linking ourselves firmly to, in effect, the D-Mark."

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### Company wins case on fees for connection to network

### Telecoms watchdog blocked

By Alan Cane

Mercury Communications, British Telecom's principal domestic competitor, emerged victorious yesterday from a year-long legal battle with Ofcom, the telecommunications industry watchdog. Mercury is 80 per cent owned by the UK telecoms group Cable & Wireless and 20 per cent by Bell Canada.

Mercury had asked the courts for a "declaratory judgment" to form the basis of a new agreement between itself and BT over the charges BT makes for connecting other operators to its network. It was the first time a competitor to a privatised utility had used the courts in an effort to influence the regulatory process.

Mercury claimed that Ofcom had not offered it reasonable interconnection charges because of a misinterpretation of BT's licence. Ofcom counter-argued it was not appropriate for the courts to intervene in a

dispute between the regulator and Mercury over charging. Yesterday, the House of Lords agreed that Mercury was within its rights to ask for a declaratory judgment - overturning a Court of Appeal decision in July last year.

Ofcom yesterday said it would make no comment until the reason for the ruling had been published. Earlier this week Mr Don Cruickshank, Ofcom director-general, said Ofcom was having to deal with an increas-

ing number of legal issues and had been forced to double its legal staff. He warned BT's competitors that the pace of regulatory reform could be threatened.

It seems unlikely that Mercury will press for immediate action as a result of its victory. In December, after it took its complaint to the courts, Ofcom published a discussion paper, which indicates that it now accepts capacity charging for companies which desire it.

following year. Mercury, BT's chief domestic competitor, had 10 per cent of the market in the first year (£574m) and 11.6 per cent in the following year (£687m). The survey also shows the growth of mobile communications. The number of subscribers grew from 1.2m in April 1992 to 2.3m at the end of 1993.

LEX Page 14  
BT results, Page 20

## Shops may sell tickets after rail privatisation

Railway travellers would be able to buy their tickets from automatic dispensers similar to bank cash machines at railway stations or corner shops under proposals announced yesterday, our Transport Correspondent writes.

The schemes could remove the threat that the full range of tickets would be available only from very few stations once the national railway network is privatised.

The rail regulator, Mr John Swift, caused consternation last month when he announced that he was studying one proposal from the 25 state-owned regional train companies to reduce the number of stations selling the full range of tickets to fewer than 300 of the network's 2,500 stations.

Plans for a computerised system of ticket dispensers were unveiled by the Railway Clear-

ing House, an offshoot of a privately owned technical publisher, while the idea of selling tickets from local grocers and newsagents came from Key Lekkerland, a grocery wholesaler.

The Railway Clearing House said it was working with a large US-based manufacturer of computer hardware and software to develop a system of ticket dispensers operated by credit card. The equipment would be leased to the train operators and commission, of no more than 1 per cent, would be charged on ticket sales.

Key Lekkerland said it was seeking a meeting with Mr Brian Mahoney, transport secretary, to discuss its plan to sell tickets through up to 60,000 independent neighbourhood stores. It would try to co-ordinate sales with other chains.

### UK NEWS DIGEST

## Teachers likely to strike against 2.7% pay rise

A wave of school strikes looked inevitable last night after the cabinet raised top civil servants' salary scales by up to £55,000 (£85,950) but refused to give municipal authorities extra cash to finance a below-inflation rise of 2.7 per cent rise for teachers. The cabinet accepted all the recommendations of pay review bodies covering 1.3m public sector workers in education, health, the civil service, the armed forces and the judiciary. Ministers ignored warnings from local authorities, school governors and unions that thousands of teachers would have to be sacked unless the Treasury increased next year's education funding by more than the planned 1.1 per cent.

Mr Nigel de Gruchy, general secretary of the Nasuwt union, said he would recommend "appropriate" industrial action to the union's Easter conference. "This is one unfunded settlement too many," he said. The awards mean that nurses and midwives will receive 1 per cent pay rises, with up to a further 2 per cent from local negotiations, while doctors, dentists and judges will get 2.5 per cent. Armed forces awards vary from 3.8 per cent for senior officers to an average 2.6 per cent for others.

Mr Andrew Smith, the opposition Labour party's finance spokesman, said it was "a disgrace that the government's decision means a nurse could get as little as £3 more before tax a week, while top-ranking civil servants could get more than £500 a week". Political staff

## Disruption ahead from staff at Australian-owned bank

Staff at the Scotland-based Clydesdale Bank are ready to start a series of one-day strikes next week after voting by more than 2:1 to act over pay. The bank is an offshoot of National Australia Group. "The Clydesdale vote reflects the deep unrest among staff there at the performance culture being forced upon them," said the bank trade union Bifu. "Management seem only interested in profits for Australian shareholders with scant regard for Scottish staff who generate those profits."

Bifu members at Clydesdale voted by 1,721 to 746 to back the planned walkouts in protest at an imposed 3 per cent increase which has a performance-related element that could take the increase to a maximum of 7 per cent. Bifu claimed a flat 6.75 per cent pay rise for staff at Clydesdale, and said it was sceptical about how many people would benefit from the performance-related element. The bank has 317 branches in Scotland, five in London and three in northern England.

Clydesdale said it was disappointed by the ballot outcome, but only just over a quarter of its staff of more than 6,000 had voted to strike. It said: "Even if there is a strike we will open all our branches." Bifu called for immediate talks with Aca, the independent conciliation agency, to try to avert the first strikes at Clydesdale. The union also sought talks with Yorkshire Bank, another subsidiary of National Australia Group. Workers there voted by 2,102 to 1,988 - a majority of just 144 - against a series of one-day strikes.

Andrew Bolger, Employment Correspondent

## Prime minister censures electricity company over bills

The electricity regulator is to investigate Eastern Electricity over allegations that it has been boosting its cash flow at the expense of customers by billing them early. The political row over Eastern's actions intensified yesterday with Mr John Major, the prime minister, censuring the privatised utility for the practice. He said he opposed early billing by Eastern or other utilities.

The regulator said it would ask Eastern for an explanation and would decide on appropriate action once the facts had been established. It is understood that Eastern is the only one of the 12 regional electricity companies which has decided to bill customers early. Eastern said the decision to bill some customers early had been taken for technical reasons.

Peggy Holtzinger

## Maxwell son's plea on documents is rejected

Mr Kevin Maxwell lost his legal challenge to be able to inspect a further 10 documents held by Arthur Andersen, administrators for the late Robert Maxwell's private companies, to help prepare for his trial which starts in April. Mr Maxwell, who faces a number of fraud charges, has already inspected 2.5m documents relating to the Robert Maxwell group before the administrators took over, the Court of Appeal heard. Mr Maxwell is a son of Robert Maxwell, once the head of a large UK publishing combine.

Mr Maxwell's lawyers argued that the Serious Fraud Office's powers which compel individuals and bodies to hand over information to the SFO also obliged it to provide Mr Maxwell with access to all the 10 documents relating to the Robert Maxwell group after it went into administration. Three appeal court judges ruled they had no power to decide the issue. If they had the power they would have rejected Mr Maxwell's application, they added.

John Mason, Law Courts Correspondent

## Gas regulator condemns energy-saving proposals

Ofgas, the gas industry regulator, rejected most of the gas efficiency schemes put forward by the Energy Savings Trust, the organisation set up by the government to promote energy efficiency. Ms Clare Spottiswoode, Ofgas director-general, said funding of the proposed schemes could have resulted in British Gas customers facing a 59m (£83m) increase in bills. "This is expenditure gas customers have not chosen to make themselves," she said.

Ms Spottiswoode has made no secret of her opposition to funding energy savings schemes through a levy on gas consumers. She says it is tantamount to imposing a tax on consumers. The Energy Savings Trust and the Association for the Conservation of Energy criticised the Ofgas decision. Mr Andrew Warren, ACE director, said it is "utterly unacceptable that one unelected official can frustrate government policy". Robert Corne

## Government demands £15,000 repayments from dentists

Dentists in the state health service owe the government an average of £15,000 (£23,250) each, Mr Gerald Malone, the health minister, says in an interview with the dental journal The Probe. It was expected that dentists would register 24m patients after they had signed a pay contract with the government in 1990. However, they registered more than 30m and the government had to pay dentists more than £200m above the budgeted sums.

Mr Malone says this has to be repaid. "Dentists ought to have expected the government to recoup this money because they were aware of the get targets and were exceeding them," he says. "It is my instinct that if you look at why people are leaving NHS dentistry, the thought might well be: 'There's a £15,000 average overpayment hanging over my head, if I get out now nobody is going to ask for it back.'"

The British Dental Association said dentists had already spent the money on extra treatments, staff wages, materials and equipment. It would be "unfair" for young dentists, who were not in practice when the payments were made, to have to pay the government. Simon Kuper

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## THE PROPERTY MARKET

# The Church's fervour fades

Simon London explains why Europe's largest shopping centre is for sale

The Church Commissioners, the central funding body for the Church of England, is adamant that the decision to sell the MetroCentre, Europe's largest covered shopping and leisure centre, was prompted by neither religious conviction nor a cash crisis.

"This decision had absolutely nothing to do with Sunday trading," says Mr Andrew Brown, the Church Commissioners' chief surveyor.

He does not deny that Sunday trading, which became legal in England and Wales last August, has been an uncomfortable issue for the commissioners. More seriously, he does not deny that they are facing a shortage of cash.

The rising cost of pay and pensions for the Church of England clergy is an unsustainable drain on the £2.4bn funds managed by the commissioners. They have long been guilty of distributing more of their assets than is consistent, in the eyes of actuaries, with protecting the long-term value of the fund.

But selling the MetroCentre, which is based in Gateshead in the north-east of England, for perhaps £300m-£400m will not help solve this cash problem. The statutes which govern the commissioners' work forbid them from using capital receipts to meet current liabilities. The proceeds from the sale of the MetroCentre will, therefore, have to be reinvested.

The only real solution to the financial predicament is a rethink about the commissioners' liabilities, possibly involving the establishment of a new contributory pension scheme for the clergy. In other words, the way in which the Church of England is funded will have to be changed fundamentally.

Putting the MetroCentre on the market is part of the less complex, more commonsense task of reducing the commissioners' overall exposure to property.

The Lambeth Report into the Church's financial affairs, which was published two years ago and was highly critical of the commissioners' investment strategy, noted that their enthusiasm for property was not just a product of the late 1980s boom. Their property exposure peaked as early as 1981, when 66 per cent of the fund was invested in land and buildings.

This proportion has now fallen to about 45 per cent, still far higher than most pension funds would tolerate. Commercial property alone accounts for about 35 per cent.

The problem of overexposure to property was compounded from 1985-90 as the commissioners moved into property development, the most volatile area of the market. Worse still, most of their developments were financed with bank debt, giving the fund geared exposure at the wrong point in the cycle.

The results are well documented: the commissioners' assets fell from £3bn to £2.2bn between 1989 and 1992. Repaying the debt and rebalancing the fund away from property is part of a long-term process which started well before the appointment of Mr Brown last autumn. In 1993, the year of the Lambeth

Report, the commissioners sold £91m of property. Debts have already been reduced from £500m to less than £200m.

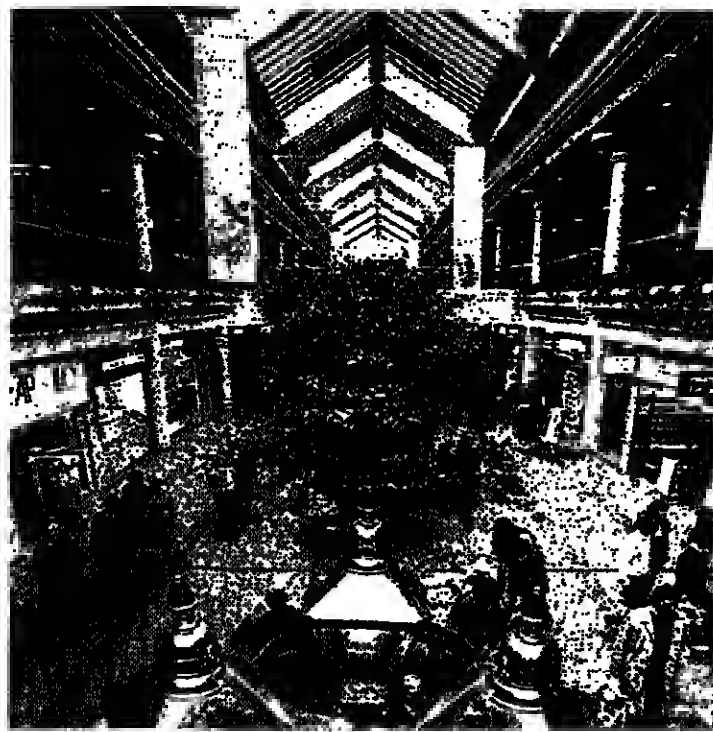
"The Church is not coming out of property. We are rebalancing our investments away from property," commented Mr Brown. "There are also imbalances within our portfolio which we are trying to address. I would rather have many more properties in the fund but with lower individual values."

This policy of concentrating on smaller, more liquid assets could help with any future reorganisation of the commissioners' liabilities, by making the portfolio easier to divide.

In line with a strategy report by DTZ Debenham Thorpe, the surveyors, many of the large retail developments are now up for sale.

In addition to the MetroCentre, the Beechwood Place Shopping Centre in Cheltenham has just been sold for £15m. The larger Marlows Shopping Centre in Hemel Hempstead is under offer and Mr Brown has made a public commitment to sell the remaining US properties.

The MetroCentre is by far the biggest jewel in the commissioners' tarnished crown. From Mr Brown's perspective, the sheer size of the centre is the main problem. At about 30 per cent of the property portfolio, it represents an unacceptable concentration of risk.



MetroCentre, Gateshead: biggest jewel in Church Commissioners' crown

able concentration of risk.

But why sell now? Although investors are still showing a fair appetite for retail property, the investment market is far less favourable than this time last year.

Mr Brown said that the MetroCentre was simply not ready for disposal last year. For example,

bank finance connected with the development had not been repaid.

He also argues that the MetroCentre is now at the perfect point in its rent review cycle. Many of the rents are due for review in two to three years, giving purchasers the prospect of a rising income.

Whether the commissioners will

see a decent return on their £225m investment - a conservative estimate of the all-in cost of building the centre - is another matter.

The trophy nature of the centre should attract international investors, which could lead to fierce bidding competition.

In retailing terms, the MetroCentre has also been a success. The brainchild of Sir John Hall, one-time head of Cameron Hall Developments and now chairman of Newcastle United Football Club, it is one of a handful of UK developments big enough to deserve the title of "regional" shopping centre.

Even so, it is difficult to judge the final yield at which the MetroCentre is likely to be sold. The only roughly comparable transaction is the acquisition of the Merry Hill centre by Chelmsford, the property company run by Mr Elliott Bernard, which took place in very different circumstances.

How many more of the commissioners' property assets come up for sale depends on the outcome of discussions with Watsons, the consulting actuaries, about the long-term asset mix of the fund.

One consequence of the 1980s development programme is that many of the commissioners' buildings are, like the MetroCentre, relatively new. The portfolio includes prime assets such as the Magna Park distribution centre in Leicestershire and the Colmore Gate office development in Birmingham.

If the commissioners decide to pull back from commercial property altogether, they should find ready buyers for such prime assets. Even if they retain the rest of the portfolio, though, it is clear that the Church of England's messianic zeal for property is a thing of the past.

## High street vacancies

The demise of Rumbelows, the electrical retailer unplugged by Thorn EMI this week, underlines that some sectors of the UK high street are far from flourishing. Combined with the collapse last month of Athena, the poster retailer, about 430 empty shops have been dumped on to the market this year.

Many of these vacant high street units will be difficult to fill. The vacancy rate in the high street, currently about 13.3 per cent, is higher than in the depths of recession according to Chas E. Goad, the retail information firm.

Moreover, Rumbelows tended to operate relatively small stores in locations that many retailers would not consider prime sites. While there is still demand from tenants for well located high street shops, they tend to be looking for larger stores of more than 3,500 sq ft.

"The general perception is that Rumbelows did not keep up with the market in terms of changes of pitch and store size," said Mr David Watt, of DTZ Debenham Thorpe, the surveyors. This suggests most of the Rumbelows portfolio, and many Athena stores, could be overhanging the market for some time.

The wider concern is that more retailers could take radical action. While the outlook is improving, consumer spending is not rising fast enough to support retailers with the wrong trading formats, the wrong cost structure or both.

Simon London

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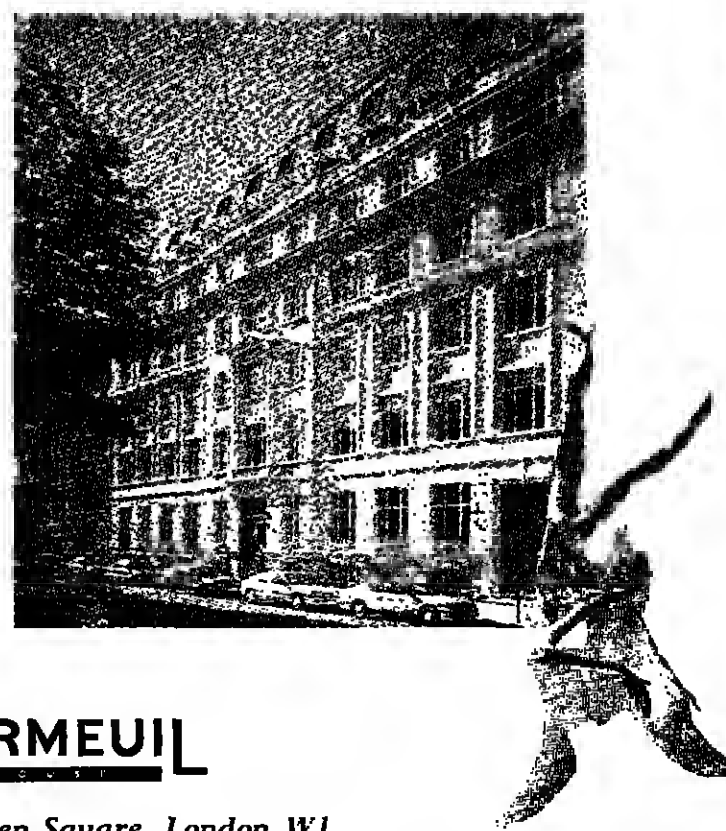
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## MANAGEMENT

In his latest book on re-engineering, James Champy turns the spotlight on managers. Tim Dickson reports

# Executive, heal thyself

Q. Re-engineering has become a much misused/abused word. Can you remind us what it is?

The big idea about re-engineering is that it assumes we need to redesign work starting with a clean sheet of paper. It is particularly about re-designing processes, how we manufacture, how we fulfil orders, how we develop new products. What it attacks is the fragmentation of work and the bureaucratic structures which have been built in our large organisations and government agencies.

Q. Is it not just a euphemism for downsizing, for throwing people out of work?

In some companies that attack on re-engineering is deserved. Some managers apply the term to almost any management change, and when they do that (what they mean is really downsizing), people become cynical. The reaction is more in the public domain than in companies, though. On the part of managers there's a very healthy respect for it; it's proving that it produces business results in a lot of places.

Q. Has re-engineering been less successful in Europe than the US?

I think there are fewer examples (in Europe) where it has been applied. On the whole UK managers feel culturally similar to those in the US. But when I go to other countries there's a difference. The French, for instance, are very protective of jobs and because of this re-engineering is much harder to do. In most instances, re-engineering does result in learning to do dramatically more with dramatically fewer people.

Q. Turning to the book, isn't it typical of consultants to think of an idea and then prolong its life by saying we missed out an important aspect?

In the first book (*Re-engineering the Corporation*) we addressed peripherally some of these issues, but I don't think we appreciated the degree to which management would have to change in order to be successful at re-engineering. We also tried to avoid being formulaic, try-

ing to give folks the silver bullet to solve their management problems. This is a process of discovery, though I've no intention at the moment of writing a third book.

Q. So what's the Big Idea?

The biggest idea is that you cannot change the nature of work today without changing what managerial work is. When you re-engineer you push out accountability, you give to the line the managerial accountability that had been reserved for managers. Supervision goes away. The question is what do managers really do today? I argue that the work of management will be defined by four questions: defining the issues of purpose, process, people and culture.

One of the challenges for us is to step back and get very disciplined about re-thinking our work. If you say to managers what did you do today, they tell you typically about the meetings they sat in. The work of management today is heavily internally orientated. One of the shifts we have to do is shift our managerial work to a much more external focus.

Then there are the cultural questions. To get a company to change there has to be a culture that is actually supportive, willing to take risks, willing to let people assume control around their own. And there's the "place" question. One of the questions managers have to deal with now is how we get back to developing places where we have a substantive new covenant with people, and where we have the kind of person we want, and where respect for the individual is restored.

Q. Can you ever see a day when people will feel more stable?

I can see that already in some companies. I think it is a five to 10-year cycle we're in. But the early signs for workers are good. I'll show you workers who will say to me they have never worked so hard but never have enjoyed their work more. When you re-engineer you give people more tasks, a bigger piece of work to be accountable for, they're in the market more, they



Colin Beers

Tools of the trade: James Champy provides a blueprint to redesign management

see customers, they see the benefit of their work, they feel a sense of reward and recognition.

For managers - particularly the mid to upper levels - the news is not necessarily so good in the short to medium-term. This is a time when a large number of managers are going to go back on to the line in some way. They won't like it initially, it will feel like a demotion and a change in their status. It's going to be a more difficult transition for people who have assumed that recognition comes from movement in a hierarchy.

Q. So you're not predicting the end of management as such?

Absolutely not. There's plenty for managers to be thinking about. That's why I use the phrase "living in a set of questions" - the answers to these questions are going to shift in the next five to 10 years. Even among the very best thinkers in the healthcare industry in the US, for example, I can't find anyone who can describe what the industry is going to look like, what a hospital is going to have to be to survive in the next 10 years.

Q. The idea of re-engineering management seems a bit odd. Aren't you simply saying let's re-think what we're doing?

You're right. One has to recognise that there's a commercial nature to

this work, to writing. The term is so powerful that we wanted to relate the book clearly to the phenomenon and that's why we chose this title. If I thought it would sell books, quite frankly, I would have preferred to call it something like *A New Management Philosophy*.

Q. Why didn't you write it with Michael Hammer (your earlier co-author)?

I've always had an interest in the softer side of management, the organisational, behavioural, people-related issues. Mike comes heavily from technology and process; he brings to this the harder-edged perspective. In some senses the first book was the result of two voices; we both wanted to write books with our own voice.

One risk right now (with the recovery) is that managers will get comfortable again. Companies will find themselves in trouble, though, when someone who has really started with a clean sheet of paper comes into the market in a year's time, or when we get into our next recessionary cycle and they realised that when business got better they covered the sins.

*\*Re-engineering Management - the mandate for new leadership. Published by HarperCollins on 23 February. £18.*

## Crisis of corporate confidence

William Dawkins on the lessons learned by companies caught up in the Kobe earthquake

The Kobe earthquake has jolted some of Japan's assumptions about itself, including faith in its own legendary efficiency.

That includes Japanese corporate crisis management, thought to be among the best in the world until the earthquake.

As Japan's top companies sift the evidence from the chaotic aftermath of Kobe, they have quickly focused on three lessons that would be of value to corporate crisis managers the world over.

First, they found that Japan's famed just-in-time stock control system withstands the test of the Kobe cataclysm, but dependence on a handful of main suppliers does not.

Second, they discovered that land-based telecommunications, including fibre-optic lines, cannot be counted on. Third, local companies were generally ill-prepared because the quake struck where least expected.

An example is Kobe Steel, which owns a blast furnace near the epicentre. It had planned for a typhoon, expecting the port to be closed and its stock to rust, but had not envisaged an earthquake in what had been thought a seismically inactive area of Japan. The moral applies to most crises: be imaginative about what you should expect.

For suppliers, the disruption caused by the earthquake brought a quick halt to the factories of buyers of supplies made in the area. The biggest is Toyota, Japan's leading car maker, which lost a day and a half's production; not because it was starved of components, but to assess the situation before parts shortages risked becoming a reality.

But the short-term shock of the earthquake is no reason to call into question the policy of keeping stocks to a minimum, says Toyota. On the contrary, it reinforces the value of keeping warehouse shelves clear of goods that would only be destroyed in a big disaster, argue company officials.

Chrysler, the US carmaker, might well agree. It had ordered 9,000 engines from Mitsubishi

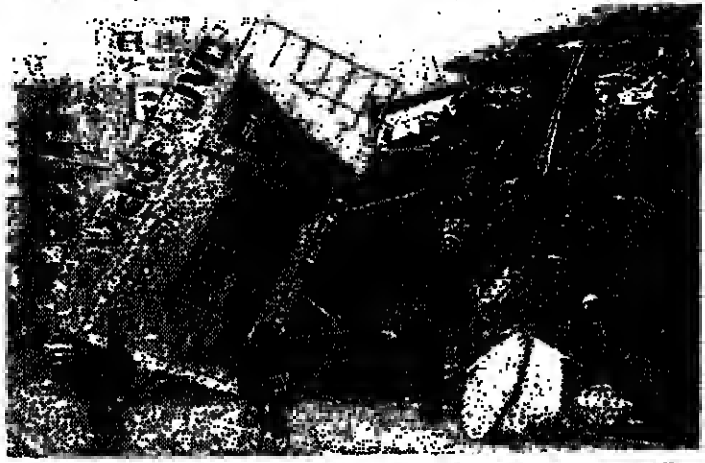
Motors, held up at Kobe docks because of the quake and eventually rerouted through nearby Nagoya. Toyota says it would never take the risk of ordering a single consignment of that size, and would instead break it down into smaller shipments.

Many Japanese manufacturing companies, Toyota included, already double-source their components, with one or two specialised exceptions. Toyota, for example, had to send a team of engineers to help its sole Japanese supplier of brake callipers. Nevertheless, some, including

are the only type sure to withstand an earthquake because they do not need land lines.

Blazely, Japanese telecommunications laws forbid international satellite calls from Japan, an edict which has provoked a flood of complaints to the telecommunications ministry since the earthquake. In practice, it is possible to flout the rules and place an international satellite call, via Imarsat.

In addition, Hitachi, Itochu Corporation, the trading house and Idemitsu Kosan, an oil refiner, are considering issuing



Shaken to the core: disasters often produce valuable new information.

Citizen Watch, Japan's largest watchmaker, now say they plan to diversify procurement further, as a result of Kobe.

On telecommunications, the moral of the Kobe disaster, mentioned by several companies, is that satellite telephones are the only sure way of getting in touch with the outside world when natural disaster strikes.

Hitachi, the electronics company, says that following the earthquake it will over the next two years install a satellite communications link between its Tokyo headquarters and five Japanese branches. Sakura Bank, the region's main commercial bank, says it is considering satellite communications. Satellite systems, at ¥2.8bn (£17.94m) for the most basic set,

staff with portable phones. These are slightly more resilient in earthquakes than conventional phones, although clearly they will only continue to work if ground base stations survive the crisis.

On planning for the unexpected, the message from Kobe is that disasters often produce valuable new information. A large number of companies are now planning to rewrite or update staff manuals of the drill to be followed in earthquakes and other crises.

They include Toyota; Matsushita, the world's largest consumer electronics company and Ricoh, the photocopier maker, and of course Kobe Steel.

Nissan, the car group, has gone a step further and is compiling specialised crisis manuals for different Japanese regions.

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### LEGAL NOTICES

No. 9917 of 1995  
IN THE HIGH COURT OF JUSTICE  
CHANCERY DIVISION

IN THE MATTER OF  
LARKSCROFT LIMITED  
IN THE MATTER OF  
THE COMPANIES ACT 1985

NOTICE IS HEREBY GIVEN that a Petition was presented to Her Majesty's High Court of Justice, Chancery Division on 19th January 1995 for the confirmation of the reduction of share capital of the above named Company from £7,000,000 to £30,741.70 and the cancellation of the share premium account of £1,900,000.

AND NOTICE is further given that the said Petition is directed to be heard before Mr Registrar Buckley at the Royal Courts of Justice, Strand, London WC2A 2LL on Wednesday the 22nd day of February 1995.

Any Creditor or Shareholder of the said Company desiring to oppose the making of an Order for the confirmation of the said reduction of share capital and cancellation of share premium account should appear at the time of the hearing in person or by Counsel for that purpose.

A copy of the said Petition will be furnished to any person requesting the same by the undersigned Solicitors on payment of the Regulated Charge for the same.

Dated the 10th day of February 1995  
CLIFFORD CHANCE  
200 Aldersgate Street  
London EC1A 4DJ  
Ref: KQ

Solicitor to the Company

No. 9918 of 1995  
IN THE HIGH COURT OF JUSTICE  
CHANCERY DIVISION

IN THE MATTER OF  
ZALAMAGORRE DEVELOPMENTS LIMITED  
IN THE MATTER OF  
THE COMPANIES ACT 1985

NOTICE IS HEREBY GIVEN that a Petition was presented to Her Majesty's High Court of Justice, Chancery Division on 19th January 1995 for the confirmation of the reduction of share capital of the above named Company from £1,000,000 to £100,000.

AND NOTICE is further given that the said Petition is directed to be heard before Mr Registrar Buckley at the Royal Courts of Justice, Strand, London WC2A 2LL on Wednesday the 22nd day of February 1995.

Any Creditor or Shareholder of the said Company desiring to oppose the making of an Order for the confirmation of the said reduction of share capital should appear at the time of the hearing in person or by Counsel for that purpose.

A copy of the said Petition will be furnished to any person requesting the same by the undersigned Solicitors on payment of the Regulated Charge for the same.

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# Musical stars and stripes

Andrew Clark finds a home-grown flavour running through New York concerts



Clockwise from top: Sorkina Tate, Peter Tate and Jonathan Arun in 'Creditors', a truly crazed play which to succeed needs furious emotion

Theatre/David Murray

## Strindberg gutted

Strindberg's *Creditors*, revived now by the Fusion company at The Gate, is a truly crazed play; it grapples head-on with dark truths which would be hard to tackle in any other way. Madly overwrought as it is, Strindberg chose to cast it in a strict schematic form, and made it a three-hander in one act.

First, A is systematically taken apart by B in the most friendly, sympathetic way; then A and C - his wife, but also (unknown to A) B's ex-wife - strip their relationship to the bone, while B listens secretly from the next room; finally B and C confront their own wreckage at length, similarly overheard by the horrified A, who makes a dramatic end by reeling in and expiring.

Strindberg's desperate feelings about women and marriage were stuffed into *Creditors* quite raw, unfiltered by anything like common sense or decency. (His own situation at the time was much like A's.) Amidst all the wild psycho-mythology - people are constantly draining each other's "spirits", etc. - black insights strike home. At least, they do when *Creditors* is played with furious emotion slumbering beneath every exchange, but at The Gate, it isn't.

The distinguished exception is Jonathan Arun (warmly remembered from Brian Friel's *Philadelphia, Here I Come*). As A, the young second husband and aspiring artist, he screws his vulnerability up to dementia-level with ghastly conviction; we would believe even his fatal seizure, if the Band-C confrontation struck enough sparks to ignite it. B, however, is played unvaryingly by Peter Tate in the style of

a B-movie Mad Professor, didactically sinister; and Sorkina Tate's C coasts along on the irritating kind of secret, knowing smile ("Ooh, what an evil witch I am!") which is designed to hit the widest possible public in the eye.

Since Strindberg's corrosive gift was for mutually scarring dialogue, not monologue, their flat cartoons leave Arun's neurotic A high and dry. The director Claire Nielson allows everything to proceed at the same dogged, wordy pace from start to finish, and lets B's and C's ultimate crises seem - because unprepared and unmotivated - nothing but more play-acting.

The heavy hand of the Strindberg expert Michael Meyer ("actively involved in all aspects of the present production") is all too apparent here, as often before. One need not doubt that his translation is searchingly faithful to the literal sense of Strindberg's text; but it is also stiff, elaborately grammatical, replete with subordinate clauses - like nothing heard in the English-speaking world since Edwardian versions of Ibsen. Can Strindberg possibly sound like that in Swedish?

It is no wonder that the Tates should remain stuck in an arch, diction-conscious mode, and a bit of a miracle that Arun should break so persuasively through that on his own. But I remember (just) a Cyprian *Wrede Creditors* long ago at the Lyric Hammersmith, in which Mal Zetterberg led an impassioned trio to scorching effect, and before that a Parisian production - in plain, unadorned French - that pulsed with venomous life all the way through. The thing can be brought off; but not, really not, like this.

Whether by accident or design, New York's concert life usually peaks twice a season, around late autumn and early spring. This season is different. There has been just one surge of mid-season activity, coming to a head over the past two or three weeks.

On the last Saturday of January, you could choose between the Cleveland Orchestra in *Wozzeck* with a cast including Hildegard Behrens, a New York Philharmonic concert with Kurt Masur and Yo Yo Ma, recitals by the Stamitz and Juilliard Quartets, the Russian pianist Vladimir Feltsman, and the final event of a Webern festival at the Juilliard School - not to mention the Metropolitan Opera, City Ballet and Twyla Tharp. All this after a week of concerts featuring Evgeny Kissin, Peter Schreier, Frederica von Stade and three touring orchestras.

You could probably find a similar concentration of events - even with some of these artists - at other times in London or Paris. But you would miss the American flavour running through the New York programmes. On consecutive weeks the New York Philharmonic played masterly two representatives of a peculiarly American line of brilliant all-rounders - William Bolcom (b.1938) and Victor Herbert (1859-1934). Like Leonard Bernstein, their efforts in the field of light entertainment overshadow their serious compositions.

Bolcom is best known as a ragtime pianist and champion of American popular song. He is also professor of composition at the University of Michigan, with a steady stream of symphonies and operas to his name. His credo, articulated in interviews and talks during the Philharmonic's "composer week", is to find common ground in different styles, forging evocative alliances between old and new, serious and popular.

It is a familiar American refrain, but it needs a strong personality to prevent the result from sounding trite and superficial - the only way to describe *Commedia* (1972), one of two Bolcom works in a programme conducted by Leonard Slatkin. A short pastiche of 18th century music for chamber orchestra, it showcases the extraordinary technical facility with which Bolcom dresses up ideas of little consequence.

His Fifth Symphony (1990), which the Philharmonic played with real finesse, attempts something more substantial. The opening movement, couched in modernist tones, is terse and well-argued; together with the finale - a sardonic, machine-like crescendo - it provides a powerful frame. But Bolcom spoils the effect by falling back on clever doodles in the two middle movements. The scherzo fuses the funeral hymn "Abide with me" with the Wedding March from *Lohengrin*, while the slow movement resembles a sentimental cabaret song. Like a comedian who occasionally tries his hand at straight acting, Bolcom's prime goal is to entertain. The results are slick, occasionally touching, but rarely challenging.

Herbert's two cello concertos, the second of which was played by Ma in the week after the Bolcom concert, come from a different pedigree. Herbert was born in Dublin, raised in Stuttgart and employed as a cellist in the Met orchestra after arriving in New York at the age of 27. He was a typical immigrant, in that he carried a slice of European culture with him - but also quintessentially American in refusing to confine himself to one narrow category of musical activity.

He made his name with a long series of operettas (from *Prince Ananias* to *Naphtali*) - and for anyone familiar with them, his Second Cello Concerto will come as a surprise. Written after his arrival in the US but before his popular successes, it

is uncompromisingly serious in style, with a taut thematic structure and wistful turn of phrase. Dvorak beard Herbert give the premiere with the New York Philharmonic in 1894, and it clearly influenced his own concerto, written in the following months. Ma's reading could not have been more persuasive. And Masur, batonless and increasingly Brahmsian, continues his long honeymoon with the Philharmonic. If only the acoustic of Avery Fisher Hall were a little less ugly...

Two more American works surfaced in a concert by the Atlanta Symphony at Carnegie Hall - Barber's Adagio, showing off the orchestra's supple string cushion, and *Javert* by Michael Torke (b.1961). Commissioned by the Atlanta Olympic Committee and premiered last September, it is a brief, breezy New World showpiece. Torke gives pop music a good name - neither trendy nor overly traditional, but with bags of rhythmic verve. In the same programme, Frederica von Stade was the soloist in Chausson's *Poème de l'amour et de la mer*. Although her voice lacks the ideal weight, she sang radiantly. We were left in no doubt that von Stade is still in her prime.

The Met orchestra's new Sunday matinee series at Carnegie Hall began with a Strauss programme, the perfect vehicle for this ensemble's fat sound and James Levine's genial podium style. The seven-movement version of the *Bourgeois Gentleman* suite had panache and swagger; in *Don Quixote*, the orchestra's principal cellist and violinist, Jerry Grossman and Michael Ouzounian, were vivid interpreters of the solo parts. Small wonder Levine wants to expand the orchestra's recording and touring schedule. He is an exemplary accompanist, but even he could not salvage Margaret Price's two groups of songs (including *Four Last Songs*). She sounded

as if she was still learning them - the voice muffled, the score held rigidly in front of her face. All rather sad.

Two final snapshots from a hectic week: Mikhail Pletnev and the hard-driven Russian National Orchestra, visiting Lincoln Center midway through an exhausting tour of smaller east coast cities; and the Cleveland Orchestra with Christoph von Dohnanyi, who were in residence at Carnegie Hall.

Only five years ago, a visiting Russian orchestra was a major event in the US. Now they are ten-a-penny. Pletnev and his orchestra - who have built up a fabulous reputation - could not afford a soloist, and failed to draw a full house. The programme I heard consisted of a suite from Prokofiev's *Romeo and Juliet* and Shostakovich's Tenth Symphony, which Pletnev conducted with cool diffidence. Tempers were fast and matters of fact - an approach which enhanced the bizarre, sinister qualities of the symphony's second movement allegro. The playing was flawless, but the concert was a disappointment. Pletnev seemed committed to the notes but disengaged from the message behind them.

The Clevelanders, by contrast, made a big impression. In addition to Wozzeck, Dohnanyi conducted the New York premiere of Birtwistle's *Earth Dances*, which the New York Times critic welcomed as "an endlessly innovative" work with a "measured loquacity that keeps the ear alive and waiting". The programmes were otherwise devoted to Brahms - opening with the First Piano Concerto, commandingly played by Emanuel Ax, and Schoenberg's arrangement of the G minor piano quartet. The latter was vintage Dohnanyi: brisk, unseasoned and free of pomposity, as if the whole orchestra were playing chamber music. It was a revelation, bearing out Schoenberg's words, quoted in the programme, that "I wanted once to hear everything, and this I achieved".



Timothy West, Kate Lynn Evans and Chris Larkin

Theatre/Alastair Macaulay

## Bennett's 'Getting on' revived

True, he misses the fact that both his wife and his best friend Brian are having affairs with the same handyman, but they themselves are less than erotically obsessed, and their behaviour to George continues as happily as ever until the final scene. True, he does not stop to think that Brian, a secretly gay Tory MP, could have his career wrecked by exposure; but at least he is supportive. Polly remarks at one point that George does not like people; but that is not what we see in the way he treats his immediate social circle.

Yet to mention the play's flaws is to

reveal some of its strengths. We see George by so many lights; we hear adultery and homosexuality and socialism discussed with honesty and sensitivity; and we feel the fine bonds of affection that tie a family household together.

Prunella Scales's staging catches all the comedy with which the play so brightly starts and then the way it tapers away into frustration. All the performances have plenty of telling detail. (So does Saul Radomski's set of the Olivers' crowded kitchen.) Kate Lynn Owen's bright account of George's wife Polly is wholly

natural, with all the warmth and sensitivity (and eventually tears that are called for; and Peter Prentice is wholly convincing as Andy. There is slightly more artifice in Paula Jacobs's account of Enid, Christopher Straull's as Brian, and Chris Larkin's as Geoff, but feeling and character are intelligently observed. Scales, of course, is Mrs West. Too bad she did not charge her husband's performance with a harsher energy.

At the Quarry Theatre, West Yorkshire Playhouse, Leeds, until March 11.

## INTERNATIONAL ARTS GUIDE

### AMSTERDAM

**GALLERIES**  
Rijkswaarsmuseum Tel: (020) 673 2121  
● Marbled, Chiriz and Brocade Paper: an exhibition of decorated paper manufactured in and imported to the Low Countries in the 17th century; to Feb 12  
Stedelijk Tel: (020) 5732 911  
● Alfa Romeo: The Essence of Beauty: exhibition marking the development and design of Alfa Romeo automobiles from the early part of this century to the most recent models; to Apr 2  
**OPERA/BALLET**  
Het Muziektheater Tel: (020) 551 8922  
● Maseppa: by Tchaikovsky. A Netherlands Opera production conducted by Harriet Heerhagen and directed by Richard Jones; 7.30 pm; Feb 11, 12 (1.30 pm), 14

### BERLIN

Deutsche Oper Tel: (030) 341 9249  
● Ein Maskenball: by Verdi. Conducted by Rafael Frühbeck de

Burgos/Sebastian Lang-Lessing, produced by Götz Friedrich; 7.30 pm; Feb 10, 18  
● L'italiana in Algeri: by Rossini. Conducted by Ion Marin/Carlo Rizzi. Produced by Jérôme Savary; 7 pm; Feb 11

### FRANKFURT

**GALLERIES**  
Söhm Kunsthalle Tel: (069) 29 98 82 11  
● Aeger Jörn - Retrospective: 167 works by the Danish painter. The fifth chapter in a series of presentations of postwar European artists; to Feb 12  
**OPERA/BALLET**  
Oper Frankfurt Tel: (069) 23 60 81  
● Oberon: by Weber. First showing at this venue with conductor Hans Zander and lead roles played by Hubert Delamboy; 7.30 pm; Feb 10, 15

### LONDON

**CONCERTS**  
Barbican Tel: (0171) 838 8891  
● Tippett: Visions of Paradise: Sir Colin Davis conducts the London Sinfonietta with pianist Stephen Kovacevich and soprano Faye Robinson to play Beethoven and Tippett's 'Symphony No 3'; 7.30 pm; Feb 17  
● Grand Classical Evening: David Coleman conducts the National Symphony Orchestra with tenor Bruce Rankin and baritone Steven Page to play a wide and varied programme of classical music; 7.30 pm; Feb 11  
● Tippett: Visions of Paradise: Sir Colin Davis conducts the London Symphony Orchestra to play

Tippett's 'Triple Concerto' and Elgar; 7.30 pm; Feb 12  
Festival Hall Tel: (0171) 928 8800  
● Igor Stravinsky Plays Mendelssohn and Tchaikovsky: Simon Phipps choreographed by Marius Petipa after Jean Coralli and Jules Perrot and produced by Peter Wright; 7.30 pm; Feb 11  
Royal Academy Tel: (0171) 499 7438  
● Philharmonia Orchestra: Kurt Sanderling conducts Beethoven and Shostakovich; 7.30 pm; Feb 12  
**GALLERIES**  
Hayward Tel: (0171) 261 0127  
● Yves Klein: over 110 works conveying the full range of his output from paintings and sculpture to installations, events, architectural schemes to stage and film scenarios; to Apr 23  
National Portrait Tel: (0171) 306 0055  
● Christina Rossetti: an exploration of the Victorian poet on the centenary of her death; to Feb 12  
**OPERA/BALLET**  
English National Opera Tel: (0171) 632 6300  
● King Priam: a new production of Tippett's opera that opens the London festival - Tippett: Visions of Paradise, to celebrate the composer's 80th birthday; 7.30 pm; Feb 11, 17  
● Madama Butterfly: Puccini's opera, originally directed by Graham Vico; 7.30 pm; Feb 18  
● Rigoletto: Jonathan Miller's updated version of Verdi's opera where the duke is a mafia boss; 7.30 pm; Feb 10, 13, 15  
Royal Opera House Tel: (0171) 340 4000  
● Der Rosenkavalier: by Strauss. Conducted by Andrew Davis, directed by John Schlesinger.

Soloists include a Felicity Lott/Anna Tomowa-Sintow as Prinzess von Werandenberg; 8.30 pm; Feb 11, 15  
● Gisella: music by Adolphe Adam. A Royal Ballet production choreographed by Marius Petipa after Jean Coralli and Jules Perrot and produced by Peter Wright; 7.30 pm; Feb 14  
● La Bohème: by Puccini. Conducted by Simone Young/ Paul Wynne Griffiths, directed by John Copley. Soloists include Angela Gheorghiu/ Amanda Thane as Mimì and Maria McLaughlin/ Judith Howarth as Musetta; 7.30 pm; Feb 10, 16  
● The Prince of the Pagodas: by Britten. A Royal Ballet production choreographed by Kenneth MacMillan opens a Benjamin Britten 'mini festival' at the Royal Opera; 7.30 pm; Feb 17  
**THEATRE**  
National, Lyttelton Tel: (0171) 928 2252  
● The Children's Hour: by Lillian Hellman, directed by Howard Davies; 7.30 pm; Feb 10, 11 (2.15 pm)  
National, Olivier Tel: (0171) 928 2252  
● The Merry Wives of Windsor: by Shakespeare. Terry Hands directs his first production at the National. With Denis Quilley as Falstaff, Brenda Bruce as Mistress Quickly and Geraldine Fitzgerald as Mistress Ford; 7.15 pm; Feb 15, 17

### NEW YORK

**OPERA/BALLET**  
Metropolitan Tel: (212) 362 6000  
● Cavalleria Rusticana / Pagliacci: by Mascagni/Leoncavallo. Production by Franco Zeffirelli, conductor Christian Bades; 8 pm; Feb 10, 18  
● Il Barbiere di Siviglia: by Rossini. Produced by John Cox, conducted by David Atherton; 8 pm; Feb 11, 14  
● La Traviata: by Verdi. Produced by Franco Zeffirelli, conducted by John Fiore; 8 pm; Feb 13, 17  
● Turandot: by Puccini. Produced by Franco Zeffirelli, conducted by Nello Sanzi; 8 pm; Feb 11 (1.30 pm), 15  
**THEATRE**  
Joseph Papp Public Theater Tel: (212) 598 7150  
● The Merchant of Venice: by Shakespeare. Directed by Barry Edelstein, and with Ron Leibman playing Shylock; 8 pm; (Not Mon)  
Perry Street Tel: (212) 307 4100  
● Dylan Thomas: Return Journey and The Truman Capote Talk Show. Two one-man shows written by and starring Bob Kingdom. Direction by Anthony Hopkins and Kevin Knight; to Feb 11

### PARIS

**CONCERTS**  
Champs Elysées Tel: (1) 47 23 37 21/47 20 09 24  
● Alban Berg Quartet: plays Haydn, Webern and Beethoven; 8.30 pm; Feb 14  
● Orchestra of the Champs Elysées: with soprano Soile Isokoski, alto Birgit Remmert and tenor James Taylor plays Beethoven under the direction of Philippe Harreweghe; 8.30 pm; Feb 15  
**GALLERIES**  
Musée d'Orsay Tel: (1) 45 49 11 11  
● James McNeill Whistler: exhibition of works; to Apr 30  
**OPERA/BALLET**  
Châtelet Tel: (1) 40 28 28 40

### WASHINGTON

**CONCERTS**  
Kennedy Center Tel: (202) 467 4600  
● National Symphony Orchestra: with violinist Cho-Liang Lin. Paavo Berglund conducts Kokkonen, Tchaikovsky and Brahms; 8.30 pm; Feb 10  
**GALLERIES**  
Corcoran Tel: (202) 638 3211  
● Family Lives: photographs by Tina Barney, Nic Nicola and Catherine Wagner; to Feb 13  
**OPERA/BALLET**  
Washington Opera Tel: (202) 416 7800  
● Semel: by Handel. Conductor Martin Pearlman, Roman Terleckyj directs a Zack Brown production; 8 pm; Feb 15  
● Vanessa: by Samuel Barber. Director Michael Kahn, conductor Christopher Keene; 8 pm; Feb 13 (7 pm), 18

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## THE FT INTERVIEW: Volker Rühe

## Front row defender

When Volker Rühe became Germany's defence minister three years ago he was widely tipped as a possible successor to Chancellor Helmut Kohl.

Soon afterwards his career nosedived, when his attempt to save money and win public support by cancelling the Eurofighter project ran into opposition from Theo Waigel, the finance minister. Eurofighter meant jobs in Bavaria, homeland of Waigel's party, the Christian Social Union. The chancellor firmly backed the finance minister's view, and Rühe was humiliated.

But the Hamburg-based defence minister, built like the rugby forward he was during a brief stay at Hurlstree public school in England in 1961, is nothing if not a stayer. He soon found a new theme, the need for eastward expansion of Nato, with which to raise his political profile.

Here too he seemed at first to have overreached himself. The foreign ministry, headed by Klaus Kinkel of the Free Democratic Party, poured cold water on the idea, fearing it would alienate Russia. There was caution elsewhere in Europe, and initially in Washington too.

But late last year US policy shifted, and the European consensus appears to be following suit. At last weekend's Wehrkunde conference on European security in Munich, Kinkel himself declared that "we must expand Nato eastwards because there can be no economic development without external security", and Rudolf Scharping, leader of the Social Democrat opposition, said much the same. Rühe hardly needed to labour the point.

For Rühe, the conference was a personal triumph. He had stuck his neck out by publicly disavowing the Russian defence minister, Pavel Grachev, after the latter's intemperate attack on critics of the army's behaviour in Chechnya. Grachev's last-minute replacement, the chairman of the parliamentary defence committee, publicly praised Rühe for having the courage of his convictions.

Not surprisingly, the minister returned to Bonn in ebullient form. "I brought this subject [Nato expansion] on to the political agenda," he declares, "and I'm very content with the progress we've made."



Volker Rühe, German defence minister: 'Go for co-operation'

He would not be drawn on the thorny issue of which new members should be admitted to Nato first, except that clearly Poland will be one of them. He expects the current study on "why and how" to be completed by September, and the more contentious decisions on "who and when" to be discussed when Nato defence ministers meet in December.

Last year he caused a stir by saying Russia could never be a candidate. Now he puts it slightly differently: "You cannot organise Europe just around this one principle of integration and membership. What you have to do is also go for co-operation and strategic partnership." Clearly the former is intended for countries on their way into Nato and the EU, the latter for Russia and Ukraine.

Mr Rühe is as unrepentant about Eurofighter, claiming Germany's partners in the project - Britain, Spain and Italy - are now grateful to him for cutting its cost by insisting on a slimmed down version. Indeed, he sometimes calls himself the aircraft's "only friend", as he tries to extract funds for it from the Bundes-tag - a task he describes as "difficult, but possible".

His ministry is locked in negotiations with German

ever overseas deployment since the second world war - the minister had to raid 250 different units to piece together a 1,700 strong volunteer force. It is not an experience he wishes to repeat.

He has never accepted, he says, the notion that German armed forces cannot be deployed in countries occupied by the Wehrmacht during the second world war. His formula is: "We will go where we can be part of the solution and not part of the problem."

Bosnia is still clearly in the latter category, as far as ground troops are concerned, but Mr Rühe insists that "our prime responsibility lies in Europe and on its periphery". Here again there is a clear difference of emphasis between him and Mr Kinkel. The latter is keen to get German soldiers for UN peacekeeping missions, partly to strengthen Germany's claim to a permanent seat on the Security Council. Mr Rühe is, to say the least, laid back about this claim. "I'm not pushing," he says. "There is no reason to push because it means extra responsibility and not extra joy. It means that 24 hours a day you have to say yes and no to certain crises, and this is not exactly what Germany is used to - to put it mildly."

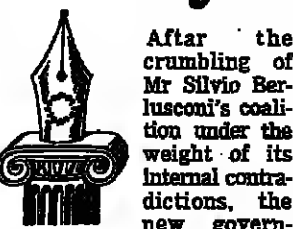
He admits, though, that his own first preference - for the EU to have a single seat on the UN Security Council - is not a runner in the present political climate. Indeed, although in his Munich speech he had a harsh word for "trendy Euroscepticism", he prefers to draw attention to the passage in which he stressed the role of the sovereign nation-state. And he points to similarities with the recent speech on this theme by his British opposite number, Malcolm Rifkind, as well as the anti-federalist article by the French prime minister in Le Monde last November.

A long-standing Anglophile, who as CDU general secretary developed close relations with the UK Conservative party, Mr Rühe insists he has not given up on his old friends. "This is just the beginning of the debate" on the 1996 intergovernmental conference, he stresses, "and it has to be a realistic one... What we really have to do is look at the details and see what can we achieve."

Michael Lindemortner and Edward Mortimer

## Europa: Luigi Vittorio Ferraris

## Italy takes a deep breath



After the crumbling of Mr Silvio Berlusconi's coalition under the weight of its internal contradictions, the new government under Mr Lamberto Dini came as no great surprise. The big question now is which party or parties will inherit the allegiance of the moderate majority of the Italian electorate.

Mr Berlusconi's coalition had little backing from big business and intellectuals. It owed its electoral victory last March to the support of a wide range of social groups ranging from the middle classes to lower-income wage-earners. The support this part of the electorate had previously given to a catch-all party, the Christian Democrats, was transferred to new parties under the influence of Mr Berlusconi's movement. The next election, likely to be held within a few months, will show whether the resurgence of the centre-right Italian politics has entered a new and decisive stage.

The middle-ground majority would still prefer to be ruled by well-balanced political centre parties, while Mr Berlusconi appeals to the conservative or free market side of the spectrum. Professor Romano Prodi, the former head of the state holding company IRI, has now entered the political stage as the new leader of anti-Berlusconi forces on the centre-left, but it is too early to say how attractive a candidate he will be.

In the shifts taking place in Italian politics, two factors play a crucial role. First, the country is undergoing a change in its social structure as the aspiration takes hold that the state's enforcement of economic life should be diminished. To win the com-

mon, policies are needed not simply to outline plans for economic liberalisation, but also to change people's behaviour so that they do not rely too much on the state.

Second, Italy is an extreme case of a general western phenomenon: electorates' dissatisfaction with the political class. Last March, after many deputies had been engulfed by a tide of scandal, two-thirds of parliament was replaced. But the task of full-scale political renewal has been more difficult than expected. The newcomers lacked political experience. Moreover, they were confronted by a political elite

proportional representation and "first past the post" voting was introduced: English-style, they think in Italy! This intensified the trend towards voting on personalities rather than on policies. Combined with the parties. Combined with the excessive use of referendums, the result has been to increase the importance of the media and the influence of broadcasting legislation and media control will be a crucial task for Mr Dini, but in a country where people are as independent in their judgments as the Italians it will be impossible to carry up the media pie in an equal but artificial fashion.

It is a measure of Italy's crisis that an influential part of the old political establishment has now turned for salvation to a non-elected government composed solely of technocrats. Although clearly conceived purely

as a temporary solution, it is a strange revamping of an old authoritarian ideal of the right. But the desire to fill the executive with people who have not been voted into power aptly symbolises the popular revulsion against established politicians: a feeling found elsewhere in the continent as well, above all in central and eastern Europe.

The people may come to the conclusion that it is better to be ruled by competent experts, even if they are conservatives from the upper classes. However, Italy faces tremendous challenges, above all in reducing the size of the debt burden and adapting the social security system to changed demographic and economic circumstances: it would be folly to

pretend that solutions can be found to these questions simply on the basis of rational technical decisions which somehow avoid the need for fundamental political choices.

Even if the technocrats succeed in winning Italy a respite, this could end up reducing further the esteem in which politicians are held. For if elected representatives are proved to be inferior in discharging government responsibilities, will the people trust them any more in future? A real danger to democracy could arise if voters were deprived of the possibility of voting a government out of office simply because it was made up of highbrow technocrats.

The Dini government has pledged tough economic measures. And, in a swirl of opportunism (alas, an Italian tradition), leaving parties that previously brought in protesters on to the streets to oppose such measures now say they support the technocrats who want to put them into effect. It may therefore be that the present truce in Italian politics will not last all that long.

What will happen next? Italians are a realistic people: they have few illusions about the outcome of the transition. But they will also grow impatient if politicians hesitate in giving up the old habits that have cost the country dearly. Mr Dini's technocrats offer a breathing space, but no more than that. Answers to Italy's problems will be painful, but they can be found and implemented only with the will of the people. Sooner rather than later, the power of the ballot box must reassert itself.

The author is head of the department for international relations at La Sapienza University in Rome and a judge in Italy's Council of State (supreme administrative court)

**Taking people from Italian 'civil society' and turning them into politicians is a path that is fraught with pitfalls**

## LETTERS TO THE EDITOR

Number One Southwark Bridge, London SE1 9HL

We are keen to encourage letters from readers around the world. Letters may be faxed to +44 171-873 5938 (please set fax to "fax"). Translation may be available for letters written in the main international languages.

## Democracy the priority in EU debate

From Mr Christopher J. Airey.

Sir, As the debate on Europe and the integration of EU members drops to the level of insult, could I ask your paper to continue to resist the temptation to trivialise?

The single currency debate is conducted as though it is only a question of what portraits are on the notes, or a matter of simple economics. Once economies are sufficiently congruent, they say, we can join. But how do they know that these economies will not diverge again, and does this not characterise what happened during Britain's sorry membership of,

and exit from, the ERM?

Let us suppose that we do join a single currency version of the EU. There will be a European Central Bank, which will presumably have duties and obligations similar to those of the Bundesbank. That institution will therefore govern the money supply and guard against inflation.

If there is one currency and one money supply, there is a strong probability that one budget authority and one assembly to govern it will follow. Intellectually it does not matter to me if this assembly supplants many of Westmin-

ster's current prerogatives. What does matter is the lamentable state of EU parliamentary democracy. Effectively governed by the commission, and reviewed by the Council of Ministers, the parliament is greatly lacking in teeth, as its inability to intervene in the appointment of commissioners showed.

If the main revenue-raising body of the EU becomes European, then it should be firmly rooted in a democratically elected parliament that has all the powers one expects of such a body. The executive would then be those people who could

command a majority in the assembly, and not the placement of the national politicians as they are now.

The real debate should be about the need for reform of the Commission and parliamentary structure. UK membership of a closer union should be linked to that, not the narrow, flawed, economic considerations that currently prevail. Christopher Airey, director, NatWest Securities, 135 Bishopsgate, London EC2M 6XT, UK

## Measure of commodities' worth is total return

From Mr Ronald J Gould.

Sir, As long-term investors in commodities, we read your editorial "Speculation in commodities" (February 6) with interest. We strongly believe that commodities should be regarded as a useful asset class in mainstream investment portfolios because their negative correlation with equities and bonds reduces risk.

Commodities should only be compared with other asset classes on a total return basis. This takes into account not only spot price changes, but also the income produced from cash provided as collateral for positions in commodity futures and the return which occurs from rolling over near-term contracts.

To measure commodity returns solely on a spot basis is to ignore a large part of the performance picture.

On a total return basis, commodities have, over the past 25 years, all but kept pace with UK equities and have outstripped the major bond indices. While commodities may be

intrinsically more volatile than bonds, they are no more so than equities. But, as with other asset classes, it is important to minimise volatility by diversification.

The value of diversification was illustrated on Monday, the day of the commodities "crash". Nickel and lead, which registered the largest falls, together account for only 1.1 per cent of the benchmark Goldman Sachs Commodity Index (GSCI), which comprises 22 commodities.

Several index constituents - including natural gas, silver, corn, soybeans, live cattle and live hogs - actually rose, while the GSCI itself fell by only 0.19 per cent, hardly the stuff of a speculative collapse. As such, we believe that commodities represent an asset class in which the assets of pensioners may prudently be invested.

Ronald J Gould, managing director, BEW Investment Management, Seal House, 1 Swan Lane, London EC8R 3UD, UK

## Funds for Maxwell claims

From Mr M.L. McKillop.

Sir, Your report of the settlement between joint administrators to the AGB Group of Maxwell private companies and the trustees of the six relevant pension funds gave the impression that Arthur Andersen had agreed to settle the trustees' claims ("Pension trustees agree £10m deal on missing cash", February 6). There are not, and never have been, any claims against Arthur Andersen in relation to Maxwell private companies' pension funds.

The pension trustees' claims are against specific Maxwell private companies in their capacities as former employers. Acting in our capacity as joint

administrators to the relevant Maxwell private companies, we negotiated a settlement of the trustees' claims. This settlement, which has avoided expensive and protracted litigation, will (once approved by the relevant creditor committees) be satisfied from the funds recovered by the administrators on behalf of the companies' creditors. The majority of these funds, in this instance, arise from the successful sales of the relevant companies' businesses and assets.

M.L. McKillop, joint administrator, Maxwell private companies, 1 Surrey Street, London WC2R 2NT, UK

## GDP measure of relative corporate tax rates

From Mr Graeme Cottam.

Sir, Prospective foreign investors in the UK should not be discouraged by the report that Sweden, Finland and Norway now have the lowest corporate tax rates among members of the OECD ("UK corporate tax rates no longer the lowest", February 6). The headline tax rate is only one part of the effective tax rate equation.

Foreign investors must also note that the definition of taxable profits, the tax base on which the rate is applied, still varies greatly within the OECD. To the extent that a reduction in the corporate rate has been achieved by a broadening of the base, as happened in many countries in the 1980s, the benefit of the reduced rate could be regarded as illusory.

If foreign investors wish to

obtain a broad view of whether a country is a high or low-tax country, they should consult the OECD's statistics of tax revenues as a proportion of gross domestic product.

It is interesting to note that the three countries cited in the tax rate report - Sweden, Finland and Norway - are placed first, fourth and sixth in the OECD's own table, collecting respectively 50.0, 47.0 and 46.8 per cent of GDP in tax (Revenue Statistics of OECD Member Countries, OECD, 1994). In contrast, the UK is 17th in the OECD table, collecting only 35.2 per cent of GDP in tax.

Graeme Cottam, partner, international corporate tax services, Price Waterhouse, No 1 London Bridge, London SE1 9QL, UK

## Celebrations should reflect on success of European concept

From Mr Jo Carey.

Sir, It is to be hoped that those responsible for organising the celebration on May 8 of the 50th anniversary of VE day will not have overlooked the fact that the following day, May 9, marks the 45th anniversary of another important and very relevant event.

I refer to the launching on May 9 1950 of the Schuman plan, which gave birth to the Coal and Steel Community to the European Union as we know it today. Schuman's stated objective was "to make war not merely unthinkable but materially impossible".

The EU has its faults, as I know well from experience, but I believe it is entitled to feel some satisfaction at the extent to which the history of the second half of the 20th century has progressively val-

dated his original concept, and some disappointment at the fact that the EU member state which did most to save Europe in the war has been so reluctant to learn the lessons of the war.

Some of us are worried that the VE day celebrations will be hijacked by the sort of nostalgia and distinctive Little-Englandism which is currently rampant in certain political circles. Some simultaneous commemoration of Schuman's initiative would be a welcome antidote, would introduce a forward-looking note to the occasion, and would be an eminently appropriate tribute to the sacrifice of those who lost their lives.

Jo Carey, member, EU Court of Auditors (1989-92), 28 Ripplevale Grove, Islington, London N1 1RU



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WWF World Wide Fund For Nature (formerly World Wildlife Fund)

International Secretariat, 1196 Gland, Switzerland.

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## FINANCIAL TIMES

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Friday February 10 1995

## UK's role in Europe

The chancellor of the exchequer is among the most convinced supporters of British participation in the European Union within the present cabinet. He may also be the cabinet's most powerful member, not excluding the prime minister. For both reasons, his speech to the European Movement's gala dinner yesterday was of the highest importance. His task was to define - and defend - an acceptable basis for British engagement with the EU in general, and with economic and monetary union (Emu) in particular. His remarks will not be final. But they were sensible in many UK terms.

"Our goal," insisted Mr. Clarke, "should be a strong Britain in the heart of a strong Europe, a Europe of strong nation states acting together to further common interests where they exist, but retaining the essential features of national identity. The bottom line on every proposed new policy should always be 'would this European policy be good for Britain?'" This Gaullian conception of the EU ought to form a basis for agreement within his party, although it conflicts rather more with ideas on the continent than Mr. Clarke cares to admit.

Where the chancellor is on firmer ground is in emphasising the many benefits that the UK has drawn from EU membership: inward investment, for example, largely designed to exploit the wider European market. It would, as he insisted, be the height of folly for the UK to turn its back on European developments.

To be engaged is one thing, to be part of everything is quite another. "Whether or not Britain should participate in a single currency is," remarked Mr. Clarke, "one of the most important economic policy decisions that the British parliament will eventually have to make." This is a careful formulation, one that excludes a referendum and narrows Emu to a purely economic decision. Both points are debatable.

## Economics of Emu

Mr. Clarke's remarks on the economics of Emu, which were in line with those of the governor of the Bank of England, Mr. Eddie George, in Paris last week, deserve some applause. His view that "a single currency would not work unless the participating European

economies were marching as one" may go much too far, since this is rarely true within existing unions. But abandonment of the exchange rate as a policy instrument is indeed risky, for Europe and for individual countries.

The chancellor argued that the Maastricht convergence criteria on interest rates, inflation, fiscal deficits and debt are merely necessary conditions for a workable Emu. The truth, however, is that they are neither necessary, nor sufficient conditions.

## Fiscal deficits

They are not necessary because it would be perfectly possible to combine Emu with high fiscal deficits and debt in particular countries, provided the commitment not to bail out a government that found itself in difficulties could be made credible to the markets. They are not sufficient, as Mr. Clarke said, because they ignore the real economy. The questions here are two: first, whether substantial divergences in economic conditions have emerged - or may in time emerge - within Europe, the answer to which is yes; second, whether adjustments in nominal exchange rates can help cure such disequilibria, to which the answer is also yes.

Mr. Clarke argued that Emu does not entail political union. This may be so, although his example of the link between the Austrian schilling and the D-Mark is misleading. But many do regard Emu as a step towards such a union. Mr. Clarke warns that "the havoc that would result from a precipitous and badly prepared move to a single currency would undermine the political unity that the enthusiasts for a deeper political union are seeking."

Amen to that. Entry into Emu must not be taken as an act of political machismo. Irrevocable abandonment of the exchange rate is a step of the greatest gravity. Only a country sure that it can live with the consequences, economically and politically, should contemplate it. That is why real economic conditions will matter and why public consent will also matter. It may, as Mr. Clarke remarked, be many years before Emu begins. But "the time has come for a sensible and informed debate." Such a debate is indeed needed, not just in the UK, but throughout the EU.

## Keeping Korea on track

When North Korea signed its nuclear agreement with the US last October, it looked for a while as though the world could breathe easily about a problem that had threatened to destabilise more than just the north-east Asian region. But the flaws in the accord are beginning to show.

To succeed, the agreement depends crucially on Pyongyang accepting South Korea as the designated supplier of its "safe" light-water reactors, and by extension on an improving relationship between the two Koreas. So far, North Korea has not agreed to accept South Korean reactors, and relations between them remain virtually non-existent. To complicate matters further, final agreement is lacking on an international financial package to support the accord.

Of the total estimated cost of \$4.5bn, South Korea is expected to provide up to \$3.6bn, Japan roughly \$700m, and the US and other donors the balance. Governments in Europe, the Middle East and Asia could give the process a push by responding sympathetically to requests from the US for financial contributions.

Such broad-based support would underwrite the importance attached by the outside world to the agreement succeeding. North Korea needs reminding that it cannot achieve the international recognition that it desires by freezing the South out of its dealings with the world. Detente on the Korean peninsula requires accommodation with a willing Seoul.

The problem is that, unless North Korea does accept South Korean supplies, Seoul is unlikely to absorb its share of the cost. But there is little chance that any other supplier will offer the highly concessional finance envisaged in October's agreement.

## Weapons manufacture

There is a separate risk that North Korea will either remain unwilling to allow external inspection of its waste-reprocessing sites as the agreement provides or that such inspection will reveal that it does indeed possess nuclear weapons. In that case the whole deal could collapse when inspections start in around five years time. A third problem is that the light water reactors

North Korea is supposed to receive will still produce plutonium that can be used in weapons manufacture.

Potential contributors might use such concerns to justify refusing support. But they should consider the risks of refusal and the arguments for border sharing. European participation would help Japan justify large-scale government funding as well as encouraging support in the US Congress. US appropriations will be only a fraction of the revenue US companies will earn from the deal. Japan can claim that European countries should reciprocate for the assistance it provided after Chernobyl.

## International support

It is not certain that the deal would unravel without international support, but its prospects would be enhanced with it. If the deal collapsed the world would be back to square one, facing a defiant, possibly nuclear-armed North Korea. Since sanctions would be ineffective, there would be little room for military action. One of the advantages of this agreement, at least on paper, is that it provides for a gradual opening up of North Korea to the outside world and a rapprochement with the South. That must be in everybody's longer-term interest. Once detente was under way, it might not matter what the eventual inspections of North Korea's reprocessing sites revealed. Similarly there would be less cause to worry about the plutonium produced by Pyongyang's new reactors.

There remains the concern that to reward North Korea for its nuclear threat would set an unhealthy precedent. Certainly Pyongyang does not deserve aid over and above that which is needed to complete the nuclear project. But it is unrealistic to imagine that a country in North Korea's position would co-operate without some financial incentive.

A sceptical US Congress has clearly decided to accept the deal for now because it does not want to be regarded as responsible for scuppering the process when the alternative might be US military mobilisation in Korea. The rest of the world should take that argument to heart and lend its own support.

After the influx of US multinational companies earlier this century and the spread of Japanese manufacturing "transplants" in the 1980s, a fresh wave of foreign direct investment is heading for Europe. Driven by ambitious plans for global expansion, the South Koreans are on their way.

The charge is led by Samsung, one of the largest *chaebol* - the sprawling conglomerates that dominate Korea's economy. Since last autumn, it has announced plans for a \$450m consumer electronics complex in north east England, an excavator plant in Yorkshire and a deal with NEC, a leading Japanese electronics company, to make computer memory chips in Europe.

Other *chaebol*, including Daewoo, Hyundai and LG (formerly Lucky-Goldstar), are hard on Samsung's heels. Daewoo says it is already committed to projects that will raise its European investments from \$300m to \$1.3bn - equal to the total reported Korean direct investments in Europe late last year.

More projects may soon be on the way. Samsung says it wants to build or buy a big European chip factory, and Daewoo is considering a car assembly plant in Britain. The London office of one large international consultancy firm, which had no Korean clients two years ago, says it is advising more than 40 on plans to set up in Europe.

"The trend is definitely set to grow," says Professor Chong Chul of London's City University Business School, who has advised Hyundai on its European strategy. "The *chaebol* are very oligopolistic - once one moves, the others follow," says Mr Kim Yoon Hak, a fellow Korean who is a researcher at Manchester University Business School. A mixture of motives lies behind the *chaebol*'s stampede abroad. In some respects, they are following closely in the footsteps of Japanese companies, which they have long regarded as arch-rivals. But in other ways they are breaking new - sometimes risky - ground.

Like Japanese industry a decade or so ago, Korean companies face growing pressure to "globalise" their business by shifting part of their aggressive export drive into offshore production. High labour and land costs at home are eroding the competitiveness of some industries - particularly electronics, which has led recent overseas expansion. "Low-cost production is the key to survival in the consumer electronics industry, where there is over-capacity worldwide," says Mr Bae Soom-boon, president of Daewoo Electronics. Daewoo says the \$1,300 average monthly wage at its video-recorder plant in Kumi, South Korea, is higher than the \$1,200 it pays at a similar factory in Antrim, Northern Ireland.

Chrystia Freeland sees the likely result of an unpopular war as a setback for Russian reform

## Chechnya's other loser

Now that Russian forces have captured Grozny, the political consequences of the Chechen war are becoming apparent. And, remarkable as it may seem, Mr Boris Yeltsin, the Russian President, and his inner circle may have gained more from the Chechen misadventure than they have lost.

While the war in Chechnya failed to deliver a swift victory, it appears to have strengthened the grip on power of the hardliners and weakened the position of the democratic reformers.

"The war did not go according to plan, but it showed that, at the end of the day, the president rules and he can do whatever he wants," says Mr Michael McAul, a senior consultant at the Moscow office of the Carnegie Endowment for International Peace.

This is not to say that the Chechen conflict has been the political panacea which the war's architects were expecting. "Yeltsin and the hardliners are not going to get the political payoffs they were hoping for," according to Mr McAul. "Yeltsin wanted a quick, small victorious war to show that there was a *mushka* in real

man] in the Kremlin, and he has not gotten that."

But if the Chechen conflict has not been a Russian replay of the Falklands war, in which Britain defeated Argentina in a matter of days in 1982, the slow but implacable progress of Russian forces in the North Caucasus has not been Mr Yeltsin's Vietnam either.

"I do not know what it would take to create a really big political crisis in Russia," a senior western diplomat in Moscow said this week. "Over the past nine months you've had the ruble crisis, a cabinet crisis and now Chechnya. But, despite it all, life seems to go on."

Indeed, far from weakening the current trend towards authoritarianism, as some observers predicted, the Chechen war has undermined democratic forces.

This outcome may seem perverse. After all, the war has been deeply unpopular and revealed profound disorganisation within the military.

Observing that it was the hardliners who conceived of this ham-handed and domestically

unloved operation, western pundits have begun to call upon Mr Yeltsin to "move away from the cronies who got him in this mess" and return to the embrace of the democrats.

As the fighting in the Caucasus winds down, some heads are already beginning to roll and others seem likely to follow. Yesterday Mr Yeltsin sacked two deputy defence ministers, one an outspoken opponent of Chechen campaign, and the other a target of a corruption investigation. This followed the sacking last month of Mr Nikolai Yegorov, a deputy prime minister and leading hawk. The position of Gen Pavel Grachev, the Minister of Defence, is precarious.

But when Mr Yeltsin prepares his full list of scapegoats for the mis-handling of the war - as he is likely soon to do - he will be sacrificing individuals, rather than the authoritarian policy they have advocated.

That is because, while Mr Yeltsin may fault his defence ministers for failing to deliver the two-hour victory he promised at the outset of

the conflict, the president shows no sign of backing off from the principles which prompted the war.

One of those principles was that Russia will defend its territorial integrity by force, and Mr Yeltsin drove that message home this week when he warned "the peoples of Russia" that devastated Chechnya is an example of what happens to would-be separatists. Another principle was that Russia requires a strong, well-funded military backed by a prosperous defence industry. Market reformers in the government have suggested that the military's poor performance would be grounds to deny funding, but ministry of defence officials are making the opposite argument and they appear to be winning.

Most disturbingly, the Chechen war has revealed the extent to which Russia remains an authoritarian state, albeit a crumbling one.

Even the courageous opposition to the war of most of the Russian media has indicated, paradoxically, the weakness of Russia's democratic institutions. As Evgeni Kis-

lev, Russia's most popular TV anchorman, put it, "this war shows that Yeltsin can split on public opinion, and get away with it."

Moreover, the Chechen war has undermined the position of Russian politicians who have spearheaded efforts to create a more liberal, democratic state. "The real losers are the reformers," says Mr McAul. "They are now internally divided over the war and, during the next elections their patriotism will be called into question."

It is these developments which have prompted Mr Sergei Kovalyov, Russia's human rights commissioner to predict that the greatest casualty of the Chechen war will be Russian democracy.

"Some form of authoritarian power will be built up," Mr Kovalyov says. "There will be a catastrophic widening of the gulf between the government and the people."

It has been tempting to hope that the slow capture of Grozny would be a pyrrhic victory for its hardline instigators. But, although more individuals are likely to be sacked for bungling the campaign, the authoritarian political system they profess could emerge triumphant.

which has four French plants, debatably sited in areas of high unemployment. "We find it much easier to communicate with the labour force in France than in Korea, despite language differences," he says. "We find it a very good environment for business."

So far, Germany has proven the most popular EU location for Korean direct investment, attracting 20 per cent of the total. Britain accounts for 16 per cent and France for 14 per cent. But the recent flow of large projects to the UK suggests it may soon move up the rankings.

However hospitable the welcome, Korea's march into Europe could still face hurdles. Professor Choi of City University says the *chaebol* have done little local homework before investing there, and rely heavily on experience gained in the US. Their readiness to rush in is particularly striking in eastern and central Europe, where few Japanese companies have yet been ready to tread. "The Japanese have 80 per cent of the data they need and are still hesitating," says Professor Choi. "The Koreans have only 20 per cent but are forging ahead."

Investing on the basis of such limited knowledge reflects self-confidence - but also involves big risks. These are heightened by the challenge of financing so many worldwide projects simultaneously, and integrating them into the *chaebol*'s highly centralised and hierarchical management structures.

The *chaebol* are currently enjoying a strong profits recovery, fuelled by buoyant economic growth at home. But years of relying on debt as their main source of capital have left them exceptionally highly geared and limited their margin for commercial error.

Against that background, Samsung's ambitions appear particularly heroic. In addition to its rapidly growing list of ventures overseas, it is committed to investing \$5bn in the next few years to become a volume car producer.

Finally, the speed and scale of the *chaebol*'s global expansion could yet lead to political tensions. Brussels officials say that unless Korean companies' strides into the EU are matched by increased access for European businesses in Korea, Seoul will face mounting pressure to lower its barriers to imports and foreign investment.

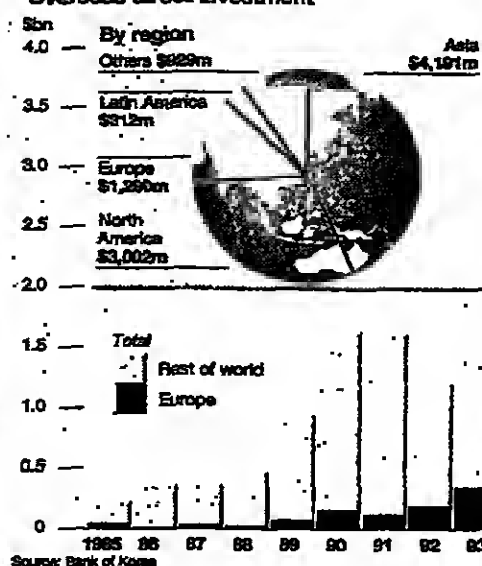
However, Korea's economic development in the past 30 years has been marked by success in gambling heavily on industrial projects that appeared impossibly risky at the time. That record argues against predictions that the country's impetuous global thrust will fail to achieve its objectives. But there may be some bumps along the way.

## Big gamble on a European thrust

Guy de Jonquieres and John Burton ask if the stampede abroad by South Korean corporations is brave or foolish

## South Korean investment: breaking new ground

## Overseas direct investment



Source: Bank of Korea

## Main investment projects in Europe

- Samsung \$700m consumer electronics complex, Weybridge, UK, 1994-2000
- \$15m excavator plant in Harrogate, UK, 1995
- \$15m colour TV factory at Billingham, UK, 1990
- \$30m with Texas Instruments, semiconductor assembly plant, Porto, Portugal, 1994
- \$120m colour picture tube factory, Berlin, Germany, 1994-97
- Daewoo \$42m VCR plant, Antrim, Northern Ireland, 1988
- \$23m microwave oven plant, Longwy, France, 1988
- \$37m colour TV plant, Farnet, France, 1993
- \$150m colour tube factory, Longwy, France, 1993-95
- \$130m cathode ray tube factory, Lons-le-Saunier, France, 1993
- \$10m excavator plant, Farnet, Belgium, 1990
- \$750m car factory, Craiova, Romania, 1994-95
- LG (Lucky-Goldstar) \$40m VCR and microwave oven factory, Newcastle, UK, 1994-95
- \$40m VCR factory, Worms, Germany, 1986
- \$10m refrigerator/freezer plant, Naples, Italy, 1990
- Hyundai \$10m-\$15m excavator factory, Geel, Belgium, 1995

Korean industry's overseas expansion was long inhibited by tight foreign exchange controls. However, since they were relaxed late last year, companies have scrambled to pour money into projects as far afield as China, central Asia, India and Latin America.

Historically, Europe has not loomed large on Korea's commercial radar screen, accounting for less than 10 per cent of its annual exports and \$1.3bn of its \$9.7bn total direct investments abroad as of last November. By contrast, \$4.2bn has been invested in Asia and \$3bn in North America.

But European governments have recently stepped up their efforts to win a bigger share of Korea's global spending spree. They are increasingly courting investment with high-level trade missions and offers of generous financial incentives.

The European Commission has pitched in, too. "We have been selling the attractions of Europe's single market pretty hard in Korea," says one official. Both sides have recently sought a closer political dialogue and are discussing a trade and co-operation agreement.

Unlike Japanese manufacturers, which enjoyed commanding superiority in quality, productivity and technology when they started moving abroad, many Korean companies are also attracted to Europe by opportunities to acquire industrial know-how. That is why Samsung wants to buy Rollei, the German camera maker, and Nouvelle Piquette, a Swiss clock company.

However, many Korean companies - like the Japanese before them - have been induced to set up in Europe as much by sticks as by carrots. The keenest spur has been a succession of anti-dumping cases brought by European manufacturers which claim they are being injured by Korean exports sold at artificially low prices.

So sensitive have Korean manufacturers become to such complaints that they have sometimes chosen to sidestep them by setting up plants in Europe even before Brussels has opened formal anti-dumping proceedings. A recent complaint by European excavator manufacturers triggered such moves by Samsung and Hyundai.

The speed of their response has prompted some other European industries to think twice about launching anti-dumping actions.

ACEA, the European motor manufacturers' association, says a report by an independent consultant last year found clear evidence that Korean cars were being dumped in Europe.

However, Mr Rudolf Beger, ACEA's executive secretary, fears an anti-dumping complaint could prove a "two-edged sword" by prompting Korean carmakers to set up assembly operations in Europe. That would cause a new headache for the European industry, which is still struggling to adjust to new capacity created by local Japanese "transplants".

Though these remain politically controversial, in most other sectors the Japanese have done the Koreans a favour by smoothing away local hostility to inward investments from Asia. Even the French government, once openly critical of such projects, now competes hard to attract them and the jobs they create.

Its enthusiasm is reciprocated by Mr Bae of Daewoo electronics,

which has four French plants, debatably sited in areas of high unemployment. "We find it much easier to communicate with the labour force in France than in Korea, despite language differences," he says. "We find it a very good environment for business."

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## Red star five star

Next time you spot a busload of jaunty French types whizzing round Beijing, you can bet on them being brandy sales reps. It seems China has knocked Japan into third place of the world's brandy market league table, with the US still number one.

Intriguingly, Chinese tipplers prefer really upmarket brands, those too expensive for European pockets, according to the *Beijing Legal Daily*. Spirit imports in 1993 - 99 per cent being cognac - amounted to 720,000 12-bottle cases, selling for between \$99 and \$118 a bottle.

Moreover, only 150,000 cases were legally imported, the rest being smuggled. Given that such imports are estimated to be growing 40 per cent a year, where is all the stuff going? The *Legal Daily* suggests there are only 5m Chinese households with annual income in excess of \$5,500; so someone's doing some hefty swigging. Keep the party partying, so to speak.

## Right swizzle

Trust the Swiss not to miss an opportunity to make some money. Zurich's commercial court, which has just issued a judgment on some aspects of the epic governance row between the board of Union Bank of Switzerland and Martin Ebner's BK

Vision, sensed there would be big demand from US shareholders and others for its time. So it's asking for payment - about £12 - for copies, the first time it has done so.

By close of play yesterday it had about 40 orders, according to the court's clerk, Johann Zürcher, who claims the court is only trying to recover its costs. Only another few thousand copies to go then, eh?

## Castro's cast-offs

It's probably not surprising, now that he has started buying designer-label suits, that Fidel Castro, Cuba's president, should regard foreign investment as not such a nasty thing after all.

Castro has bought three suits from Dutch designer Marel van 't Wout, who visited Cuba between August and December last year to kit him out. "He normally wears warm green... [and] looks great in it and I think that's fine, but my advice is something else," says Van 't Wout.

In an interview with the Cuban communist party newspaper *Granma* Castro says foreign investment is "working and we see it as an important source for development, we would not have had another alternative", but adds: "We don't want to sell the country... nor are we prepared to sell the country."

By the way, he's all in favour of level playing fields, too: "If a Cuban suddenly finds a treasure trove and

has \$5m or \$10m and wants to invest it, we could make a mixed enterprise with this Cuban citizen." Form an orderly queue, please.

## Clever feint

It walks out of one door, and through another. Who? Why. Sinn Féin of course.

While yesterday a Sinn Féin delegation broke off a meeting with British government officials - apparently for fear their chat was being bugged, how absurd - another delegation from the political wing of the Irish Republican Army will this Saturday arrive for a week in South Africa. There it plans to study the past reached between the former apartheid regime and the African National Congress.

Led by Tom Hartley, Sinn Féin chairman, the team will meet such key figures in South Africa's political transition as Roelf Meyer, constitutional development minister, and Constand Viljoen, leader of the white separatist Freedom Front.

It's obviously a canny move; before you can say "Guinness", Nelson Mandela will be over in Ulster, shaking Ian Paisley's hand.

## Snow White tale

The Japanese have finally got a toe-hold in the heart of Burgundy. Snow Brand Milk, Japan's biggest

agricultural products group, has gained control of the widely respected family wine producer and merchant, House of Joseph Drouhin.

Established 100 years ago, and situated in Beaune, the House of Drouhin possesses a string of vineyards in the finest Burgundian communes of Chambolle-Musigny, the Cortons, Gevrey, the Chambertins, Puligny-Montrachet, Volnay, and Vosne-Romanée.

Drouhin has established with Snow Brand a joint holding company, with initial capital of FF200m and giving Snow Brand a controlling 51 per cent; chairman will be Snow Brand's president, Sumio Katayama.

Snow White Volnay; catchy name, but what about the taste?

## Reductio ad-man

The unquenchable Maurice Saatchi turned up at the Foreign Press Association in London this week, giving a speech entitled "Reductio ad Veritas: the Search for Truth in Advertising".

As some of you will have spotted, this contains a basic grammatical howler; it should be *ad veritatem*. Of course there's little shame these days in not knowing Latin, though only an ad man would go ahead and use it anyway.

But to use it in a speech on truth in advertising shows remarkable neck.

## Financial Times

## 50 years ago

Courts' powers challenged From Our Own Correspondent, Johannesburg. The diamond companies charged under the Anti-Trust Laws in the US do not carry on any business in the US and are contesting the jurisdiction of the US Courts. This point was made by Mr H.F. Oppenheimer, chairman of Rand Selection Corporation, at its annual meeting here today.

"I do not propose to make any statement on the legal position at this stage, but there are points which should, I think, be made clear. The central marketing organisation for the diamond producers has done everything in its power to ensure that adequate supplies of industrial diamonds are available to the war industries of the United Nations at pre-war prices."

"It is only due to the existence of this organisation and the stocks it had accumulated that adequate quantities of industrial diamonds can be made available, and there is no doubt whatever that without it the prices for these industrial goods would have been vastly higher than they are today."

The Financial Times was not published on Sunday, February 10 1895.







## IN BRIEF

## Viag lifts operating profit by 50%

**Takeover Panel defers ruling**  
The UK Takeover Panel has taken the highly unusual step of refusing to hear an immediate appeal against its clearance of the controversial derivatives contracts struck between Trafalgar House and Swiss Bank Corporation ahead of the £1.2bn (\$1.86bn) bid for Northern Electric. Page 20

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### Chief price changes yesterday

TRANSPORT (Cdn)		PASSENGER (Fwy)			
Alaska	2470	+ 51	Alaska	248	+ 8.4
British Columbia	272	+ 25.3	British Columbia	2189	+ 5.9
Manitoba	822	+ 17	Manitoba	387.1	+ 13.1
Ontario	21.9	+ 3.7	Ontario	732	+ 2.5
Quebec	306.5	+ 9.5	Quebec	268.8	+ 13.9
Saskatchewan	1.0	+ 0.0	Saskatchewan	1.0	+ 0.0
Alberta	296	+ 18	Alberta	380	+ 11
Yukon	0	+ 0.0	Yukon	0	+ 0.0
NEW YORK (Fwy)					
American	804	+ 7	American	830	+ 35
Delta	41	+ 6	Delta	570	+ 36
Eastern	2294	+ 146	Eastern	471	+ 18
Northwest	794	+ 196	Northwest	606	+ 41
Transcon	694	+ 4	Transcon	782	+ 24
Transwest	395	+ 46	Transwest	38	+ 25
LOS ANGELES (Fwy)					
American	148	+ 7	American	25.5	+ 0.8
Delta	487	+ 18	Delta	15.3	+ 0.5
Eastern	567	+ 18	Eastern	13.6	+ 0.5
Northwest	30.5	+ 24	Northwest	3.9	+ 0.3
Transcon	200	+ 12	Transcon	1.80	+ 0.39
Transwest	211	+ 38	Transwest	8.6	+ 0.40
SAN FRANCISCO (Fwy)					
American	206	+ 26	American	408	+ 12
Delta	146	+ 14	Delta	94	+ 4
Eastern	1048	+ 116	Eastern	87.5	+ 3.5
Northwest	139	+ 14	Northwest	134	+ 9
Transcon	187	+ 1	Transcon	127	+ 13
Transwest	0	+ 0.0	Transwest	0	+ 0.0

# Finland's leading banks to merge

ken has established operations in Helsinki in the last year.

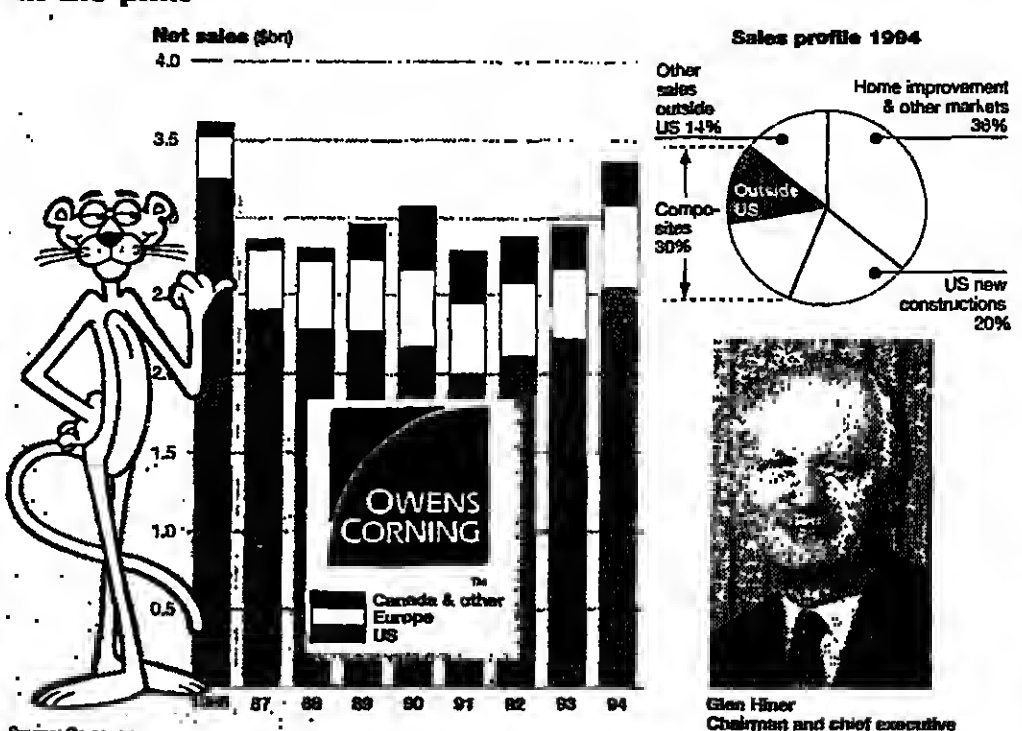
Finland's banking recovery is lagging behind Norway and Sweden, which both suffered severe loan loss crises in 1992. Although Norwegian and Swedish banks have returned to profit, Unitas Bank, a 1991 IPO of 274 million, and KOP, FIM 638n, defied credit losses continue to be high, following the deep Finnish recession between 1990 and 1993, when GDP collapsed by 15 per cent. The problems have been particularly acute among small and medium-sized companies and the construction sector.

Lea, Page 14 Rivals hurray batcher, Page 18

## US fibreglass group is open and ambitious about sales growth, writes **Tony Jackson**

# The big time beckons for Owens-Corning

## In the pink



Corning's size will still be independent in the year 2000? It is a point which Mr Hiner willingly concedes. But as he also argues, there is a twist. As a company with a long history in roofing and insulation, Owens-Corning

## Tim Burt explains why the takeover of Kolbenschmidt could be delayed by provisions for asbestos liabilities

## T&N considers dividend cut and £100m disposals

of 252p - a dividend cut was now desirable. "This is the line we've been trying to force them down for some time. We want the dividend cut from 10.85p to 6p," says Mr Sandy Morris at NatWest Securities. Such a cut, he adds, would be the icing on the cake after a year in which profits are expected to rise from £70.3m to about £100m - excluding the impact

## 'The time is now ripe' to sell non-core subsidiaries

...Mindful that such liabilities will tend the company's image for some time to come, T&N has set it be known - at last - that it is ready to quit the asbestos industry. It is considering selling its asbestos mines in Zimbabwe, and has already sold its 43% annual operating profits to a large Kolbenschmidt acquisition. While the company's growth, according to one observer, "is still good," it is not as strong as it once was. "If Colin Hope can deliver this package, he will have succeeded in turning T&N from a bombed-out asbestos company into something that is really going places."

(at, Page 31)

## Key alliances.

**Sodexho S.A.**

has acquired the outstanding capital of



GARDNER MERCHANT

**Gardner Merchant Services  
Group Limited**

forming an alliance which creates  
the world's leading catering business.

*Sodexho S.A. was advised by*

**Société de Banque Suisse (France) S.A.**  
**Swiss Bank Corporation**

February 1995



**Swiss Bank Corporation**  
Your key investment bankers

Issued by Seaworld Corporation, a member of the Securities and Futures Authority in the U.K.



## INTERNATIONAL COMPANIES AND FINANCE

## Deutsche Telekom's Sprint deal due by end of March

By Michael Lindemann  
in Magdeburg

Deutsche Telekom said it would complete its negotiations with Sprint, the US long-distance carrier, before the end of March.

Deutsche Telekom and France Telecom are together hoping to buy 20 per cent of Sprint, the third-largest US long-distance carrier, which would give the two European companies a global reach.

But Deutsche Telekom said it was still unclear when the Sprint deal would be approved by competition authorities in Europe and the US.

The negotiations, which the German group originally hoped to complete by the end of last year, were taking longer than expected because of complex asset valuations. "We are sure

that we will come to a positive conclusion," said Mr Gerd Tenzler, the board member in charge of networks.

The US Federal Communications Commission and the European Commission have warned they will look closely at the deal because of concern that US companies are not being allowed the same access to the European market and that the two German and French operators might together gain too dominant a position in Europe.

Deutsche Telekom said it had met its group turnover target of DM64bn (\$41.3bn) for 1994, up from DM60bn the year before. In addition, according to preliminary figures, it had broken even last year, said Mr Wilhelm Pöllmann, acting chief executive. The company also hoped to break even at the

end of this year, earlier than expected, on its east German investment programme.

Group turnover in 2000 is forecast to reach DM80bn.

Deutsche Telekom wants to shed 60,000 jobs by 2000, cutting its total workforce to 170,000. The redundancies are expected to cost "billions" of D-Marks but the measures would raise turnover per employee from around DM280,000 to about DM450,000.

About DM35bn has been spent in former East Germany, bringing the total of phone connections to 5.3m, up from 1.8m when the Berlin Wall fell in 1989.

The company said it was likely to spend another DM15bn until 1997 in improving the telecommunications infrastructure in the five eastern Länder (states).

## CBS blames higher tax rate for downturn

By Richard Waters  
in New York

CBS, the US television network group, saw after-tax profits slip by 14 per cent last year, to \$282m.

The company blamed the decline on a higher effective tax rate and lower investment income.

However, income from operations rose 4 per cent to a record \$428m.

The advance here was attributed to the performance of broadcast television and radio stations owned by the company.

Last year's profits came on sales of \$3.7bn, up from \$3.5bn in 1993.

CBS said its television network had seen lower operating income during the year, blamed in part to a one-off gain in 1993 of \$29.5m.

The company was also hurt by the higher costs of movie programming.

Its television and radio stations, meanwhile, made record operating profits.

CBS did not disclose separate results for each part of the business.

The weaker earnings trend for the year was clear in the final quarter, when after-tax profits were \$44.5m, some 4 per cent lower than a year before.

Sales in the final quarter were hit by the loss of the network's rights to broadcast professional football, and the absence of major league baseball due to a strike.

Revenues fell by 13 per cent, to \$855m.

The company said its latest earnings were not affected by the loss of football programming, since it had already written down the value of its contract to broadcast the sport.

In spite of the fall-off in net income in the final quarter, earnings per share for the period climbed to 89 cents, from 55 cents the year before, due to a \$1.1bn share buy-back completed in the third quarter.

For the year as a whole, CBS reported earnings per share of \$3.74, compared with \$4.06 in 1993.

## Move to take Fay Richwhite private

By Terry Hall  
in Wellington

Sir Michael Fay and Mr David Richwhite, the majority shareholders of Fay Richwhite, the New Zealand merchant bank, have bid 80 cents a share to take the company private.

The offer is more than twice the current market price.

The two principals already own some 73 per cent of the company, which has 318m shares in issue.

Fay Richwhite is probably New Zealand's best-known merchant bank, and took a leading role in advising and

later handling the sale of government assets such as NZ Telecom and New Zealand Rail.

The company's share price has been under severe pressure recently, declining from 86 cents to 36 cents at the close in New Zealand yesterday.

The decline was sparked by allegations over the bank's tax affairs, which has led to an investigation under a former high court judge.

Last month directors said the company expected to incur an unexpected NZ\$7m (US\$4.4m) loss for the six months to December 31. They

said this was mainly due to high costs involved in closing its Australian operations after failing to find a buyer for them.

Apart from its New Zealand-based securities business and control of national stockbroker Doyle Paterson Brown, Fay Richwhite holds a stake of more than 30 per cent in New Zealand Rail.

Fay Richwhite sprang to prominence in the early 1980s as a pioneer in New Zealand eurobond trading, adopting a high profile in the London market.

In 1987, before world markets

crashed in October and at a time when the company was known as Capital Markets, the share price reached a peak of NZ\$8.60.

In a statement yesterday, Sir Michael and Mr Richwhite said they believed privatisation was in the best interests of the company, its staff and clients. "The negative environment and recent performance of the company has led to a loss of confidence where the share price has been trading well below asset backing", they said.

Their offer is conditional on 90 per cent acceptance.

## Equitable net income up 26%

By Richard Waters

Net income at Equitable, the US life insurance and investment group which is majority-owned by Axa of France, rose by 26 per cent last year, in spite of a decline in earnings from its investment banking subsidiary, Donaldson Lufkin & Jenrette.

The results reflected DLJ's success in avoiding the sort of precipitate earnings decline which hit most other US investment banks last year.

DLJ's after-tax operating earnings amounted to \$123m, compared with record earnings in 1993 of \$188m.

Lower income from underwriting and trading was offset in part by higher fees, commissions and other income, Equitable said.

The group's other investment business, Alliance Capital, recorded \$134m of after-tax operating income, up from \$109m (before a \$39m restructuring charge) the year before. Fees from retail mutual fund business rose 26 per cent.

Results from the investment businesses included an after-tax gain of \$28m from the sale of two Alliance units.

Meanwhile, Equitable's insurance operations continued the turnaround

which has seen the company recover from a financial crisis in the early part of the decade. Operating earnings rose to \$230m, from \$100m, before investment gains of \$23m (\$30m in 1993).

For the fourth quarter, Equitable reported net income of \$34m, or 41 cents a share, unchanged from the year before, when earnings per share reached 39 cents. This led to full-year earnings after tax of \$297m, or \$1.38 a share, compared with \$235m, or \$1.09, the year before.

The latest year included a \$27m charge for accounting changes.

## Shell sells Chile copper interest

By Bernard Simon in Toronto

UK-based Shell Petroleum has sold its one-third interest in the rich Collahuasi copper deposit in northern Chile to its two partners in the project.

Minorco, the offshore investment arm of South Africa's Anglo American Corp, and Falconbridge, the Canadian base metals producer, will pay US\$195m for Shell's stake and

will each end up with a 50 per cent interest. The deal is expected to be completed next month.

Collahuasi is one of the biggest undeveloped copper deposits in the world, with a planned production rate of between 300,000-350,000 tonnes a year.

A feasibility study is due for completion this spring, but indications so far suggest that the partners will go ahead with

a mine, which would begin production around 1998.

Earlier studies estimated that the deposit contains 1.6bn tonnes of ore with an average grade of 0.94 per cent.

The ownership of Shell's stake in Collahuasi became an issue when Shell sold its metals business to Gencor, the South African mining house, last year. Collahuasi was excluded from that deal.

## Hasbro ahead in final quarter

By Richard Tomkins  
in New York

Hasbro, the US toy maker that last November bought the games division of the UK's John Waddington, yesterday reported a 7 per cent increase in earnings to \$75.8m from \$70.7m for its fourth quarter.

Revenues rose to \$940.6m from \$832.2m and earnings per share rose to 86 cents from 78 cents. For the full year, however, net earnings before accounting changes fell to \$179.3m from \$200m.

The full-year decline was

caused by a poor result in the second quarter, when Hasbro found itself unable to repeat the success of its Jurassic Park and Barney products, launched in the same quarter a year earlier.

Hasbro also experienced a shift in buying patterns during the year with big customers delaying purchases into the second half, especially the fourth quarter.

Yesterday Mr Alan Hassenfeld, chairman and chief executive, acknowledged that this shift had been a factor in the fourth-quarter profit increase.

But he said it was significant that the company had achieved record sales in spite of a \$70m downturn in revenues from Jurassic Park and Barney products.

In addition, the devaluation of the Mexican peso had cost the company \$2.5m in pre-tax profits, Mr Hassenfeld said.

Areas of strength during the quarter included the international group, with volume up 16 per cent, and the games group, which helped by products acquired from Western Publishing, increased volume by more than 10 per cent.

## Earnings rise sharply at MacMillan Bloedel

By Robert Gibbons  
in Montreal

Canada's biggest forest products firm, MacMillan Bloedel posted sharply higher 1994 earnings with higher product prices and volumes and a lower Canadian dollar.

Fourth-quarter net profit totalled C\$59.9m (US\$42.5m) or 47 cents a share, up from C\$51m, or 3 cents a share, a year earlier on sales of C\$1.03bn against C\$929m.

Full-year net profit was C\$190.2m, or C\$1.42 a share, up from C\$163.2m, or 42 cents, a share, against C\$135m.

Mr Robert Findlay, president, said the outlook for 1995 was "very positive". He expected strong demand

and firm prices in building materials, while packaging and paper markets should improve further.

MB has been moving into higher value wood products, and has been spending heavily to upgrade its paper and packaging interests.

The company plans a US\$110m medium density fibreboard plant in Pennsylvania in partnership with Clarion Fiber of the US.

Alliance Forest Products, a spin-off from Domtar last year, earned C\$30.4m, or C\$1.71 a share in 1994, its first year as a autonomous publicly held company. Sales were C\$183m.

The fourth quarter was strong, reflecting higher newspaper prices and strong demand.

## BP to sell off Carborundum to St-Gobain

By Tony Jackson in New York

British Petroleum is in talks to sell its US-based Carborundum subsidiary to Saint-Gobain, the French glass manufacturer. No terms have been disclosed.

Carborundum, which makes heat-resistant materials and has worldwide sales of \$340m, was put up for sale last month. An attempted management buy-out was withdrawn for lack of funding.

BP said the two parties were eager to complete a sale as soon as possible, subject to regulatory clearance. The deal does not include Carborundum's US fibres operation, which is to be sold separately.

BP said the deal would mean job losses at Carborundum's headquarters in Niagara Falls.

## Charge hits results at Owens-Illinois

By Maggie Urry in New York

Fourth-quarter profits at Owens-Illinois, the glass and plastic bottle maker, were hit by a \$100m pre-tax charge relating to asbestos insurance. Excluding that, fourth-quarter net income was \$14.1m compared with \$3.9m, giving earnings per share of 11 cents, up from 7 cents.

For the full year, net income excluding one-off items was \$140m, or \$1.16 a share, up from \$121.6m, or \$1.01.

Mr Joseph Lemieux, chairman and chief executive, said that in 1994, sales of the group's higher margin and faster growing international and plastics activities had exceeded those from its domestic glass bottle division for the first time. Group sales were up 7 per cent in the year to \$3.57bn.

The group said that all its divisions increased sales volume and operating profits. Cost control and higher capacity utilisation aided the domestic bottle business, and higher sales of products such as beer, food and juice offset the continuing shift of soft drinks from glass to plastic bottles.

The plastics business experienced growth in sales of bottles for personal care and health care products, although prices were under pressure.

Outside the US strong performances were recorded in Brazil, Colombia and the UK, but weak economic conditions hit profits from Venezuela.

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INTERNATIONAL COMPANIES AND FINANCE

# SCA stake sale severs relationship with MoDo

By Hugh Carnegie in Stockholm

SCA, the Swedish forestry group, yesterday said it had completed the sale of a strategic shareholding in MoDo, a Swedish rival. Last month SCA became Europe's biggest forestry products group when it bought a majority stake in Germany's PWA.

It also announced the sale to Alberto-Culver Company of the US of the bulk of the toiletries division of Mölnlycke, its biggest subsidiary division. The unit was recently restructured to focus on its core tissue, nappy and incontinence products operations.

The two deals will net SCA capital gains of SKr910m (\$122m), and come one month after it agreed to pay DM1.2bn (\$753.7m) for a 60 per cent stake in PWA, Germany's largest quoted pulp and paper company, in debt financed by debt.

However, SCA said its debt-equity ratio would remain

at about 80 per cent because of the lower equity effects of restructuring Mölnlycke.

The group said it had sold its remaining 1.5m shares in MoDo for SKr1.75bn. The sale completes its divestment of a 32 per cent stake in MoDo's voting capital, which was bought in December 1990 in a move to forge a strategic alliance to strengthen the two groups' muscle in Europe.

The co-operation plans faded out, however, and SCA decided in 1993 to follow a different path.

The latest divestment was achieved at only SKr160m above the acquisition cost.

However, because of an earlier write-down of the value of the shares, the sale will result in a SKr750m capital gain, of which SKr650m will be shown in the 1994 accounts. Last year, SCA sold off 3.6m MoDo shares at a capital gain of SKr971m.

SCA said it had sold most of Mölnlycke's toiletries division, which had sales of SKr700m in

1994, to Alberto-Culver subsidiary Cedarroth International for SKr380m. The sale yielded a capital gain of SKr180m.

The price was depressed by Mölnlycke's decision to retain some products closely linked to its tissue and nappy products.

Mr Åke Eliet, SCA chief financial officer, said the sale completed an extensive overhaul at Mölnlycke to strengthen it against powerful competition in the European baby nappy market, where its Peanodone and Libero brands were under fire from big US names Procter & Gamble and Kimberly-Clark.

SCA is spending SKr1.3bn on rationalisation and reinvestment in the nappy operations, and has sold other non-core units.

The PWA acquisition strengthened Mölnlycke's tissue operations, making it Europe's second-biggest tissue producer, and giving it important distribution networks in Germany and Austria.

# Bond losses batter profits at Norwegian savings bank

By Karen Fossell

Sparebanken Nor, Norway's largest savings bank, saw 1994 pre-tax profits almost halved, to Nkr812m (\$121.2m) from Nkr1.56bn a year earlier.

The bank blamed the fall on losses on bonds and lower interest margins.

Nevertheless, the bank, known internationally as Union Bank of Norway, said traditional banking operations had improved, helped by a big decline in losses on loans and guarantees.

Sparebanken Nor is proposing a dividend of Nkr15 - down from Nkr18 in 1993 - per primary capital certificate, a bond/share hybrid. The payout represents about 48 per cent

of the bank's profits.

It warned there was still over-capacity in the domestic finance market, and that competition in 1995 would force a further decline in margins.

However, it expects a good result this year as credit losses continue to decline and the bond portfolio improves.

Net interest income fell Nkr261m to Nkr2.95bn, as other operating income plunged to Nkr911m from Nkr2.14bn. The bank suffered losses of Nkr228m on bonds in 1994, compared with gains of Nkr1.03bn a year earlier. Income from provisions, however, rose Nkr87m to Nkr852m.

Sparebanken Nor intends to reduce its interest exposure to

a minimum in the first half of this year, to avoid further losses in the bond portfolio and achieve its goal of a 15 per cent return on equity.

Net operating income was reduced by Nkr1.45bn last year, to Nkr3.9bn, as operating costs rose Nkr1.64m to Nkr2.62m.

Losses on loans and guarantees were cut to Nkr38m, or 0.7 per cent of gross loans, from Nkr131m, or 1.6 per cent of gross loans, in 1993. Of the total losses, 62 per cent was in the corporate sector and 38 per cent on private loans.

In last year's fourth quarter, the bank sold Finansbanken to Norgeskredit, a medium-sized bank, for Nkr340m to yield a net gain of Nkr73m.

# Bergesen sinks to record low

By Karen Fossell

Bergesen, Norway's highest shipowner and one of the world's largest tanker operators, said yesterday profits for 1994 had hit a record low. It blamed a sharply weakened tanker market.

It cautiously forecast a slight improvement for tanker rates in 1995 and a weak, but positive, operating result.

Group pre-tax profit fell to Nkr107m (\$25.4m) from Nkr132m, as net profit was nearly halved to Nkr84m from Nkr133m. Nevertheless, Bergesen proposed a dividend of Nkr1 a share, unchanged from 1993. Analysts had forecast a pre-tax profit of between

Nkr100m and Nkr125m.

In spite of plunging into an operating loss of Nkr92m last year from an operating profit of Nkr270m in 1993, the shipowner last year laid a firm foundation for future earnings by concluding several time-charter contracts.

Contracts were signed for 13 of the group's 18-strong LPG fleet for an average of 33 months, and a landmark 15-year freight contract was signed with German steel producers.

The result would have been worse but for a write-back of Nkr338m in previously charged unrealised foreign exchange losses.

Net financial items lifted the

result by Nkr204m, against charges of Nkr200m in 1993. Foreign exchange gains hit Nkr278m, compared with losses of Nkr215m. However, securities gains dropped to Nkr18m from Nkr94m.

Group operating revenue was cut to Nkr2.71bn from Nkr2.93bn in 1993, while the market value of Bergesen's fleet fell 15 per cent to Nkr8.7bn.

In dollar terms, the market value of the tanker fleet fell 12 per cent, while the LPG fleet remained mostly unchanged and the value of the dry cargo fleet rose 4 per cent.

Bergesen's tanker fleet more than doubled operating losses, to Nkr281m from Nkr121m.

# Elkem plans payout after five-year omission

By Karen Fossell in Oslo

A 75 per cent increase in aluminium prices in 1994 helped Elkem, the Norwegian light metals producer, to nearly double full-year pre-tax profits to Nkr308m (\$46m) from Nkr166m in 1993.

The sharp improvement enabled Elkem to propose a dividend of Nkr1.50 a share, after omitting the payout for the last five years.

Fourth-quarter operating profits rose Nkr24m to Nkr139m, lifted by a \$359-a-tonne increase in aluminium prices to \$1,979 in the quarter.

The group's aluminium division alone nearly tripled operating profit in 1994, to Nkr146m from Nkr56m, as sales surged Nkr431m to Nkr1.81bn.

Group operating profit jumped by Nkr75m to Nkr472m as sales advanced by 11 per cent, to Nkr980m, to Nkr872m. The increase was attributed to improved markets for most of the company's main products; better prices; increased sales volumes for aluminium; and firmer prices for some ferro-alloy products.

Analysts had forecast operating profit of between Nkr463m and Nkr465m.

Costs associated with irregular production were partly behind a Nkr764m increase in group operating costs, to Nkr7.99bn. This prevented Elkem from achieving its cost-cutting goals.

However, Mr Björn Segrov, an Elkem executive, said higher power prices had also influenced operating costs. Higher sales volumes inflated costs associated with transportation and raw materials.

# Viag up 50% at operating level

By Judy Dempsey in Berlin

Viag, the German industrial conglomerate with interests ranging from energy to drink cans, yesterday reported a 50 per cent rise in operating profits for last year. The dividend is to be raised by DMI to DM10.

The results, which were better than expected, were boosted by the economic upswing, a restructuring and Viag's takeover last year of Bayernwerk, one of the country's largest energy utility companies, based in Bavaria.

Preliminary profits before

tax rose to DM850m (\$551.1m), almost double those of the previous year, while turnover increased by 22 per cent, to DM28.9bn from DM5.2bn, over the same period. The main growth areas included packaging, energy, chemicals and logistics, now Viag's core business.

Turnover in packaging rose from DM9.2bn to DM9.85bn. The sharp increase was attributed to last year's long, hot summer, which helped boost Viag's sales of aluminium for drink cans. The rise in German aluminium prices last year also helped lift turnover

and the profits of VAW, Viag's aluminium division.

Energy sales climbed to DM5.3bn from DM3.3bn, but the rise was expected since Viag completed its takeover of Bayernwerk last August.

Only 70 per cent of Bayernwerk's earnings are included in Viag's 1994 results: when the full 100 per cent is included this year it is expected to lift operating profits.

"We could expect to see DM22m pre-tax profits by 1996," said Mr Michael Boecker, analyst at Nomura Research.

Turnover in chemicals, which rose to DM2.14bn from

DM1.6bn, was partly due to Viag's takeover of Sanofi, the drugs and beauty products subsidiary of Elf Aquitaine, the French chemicals group.

The main factor behind the increased sales in this sector was SKW, the division specialising in chemical products for construction and agriculture. Its turnover rose 30 per cent.

Viag's logistics division, which includes Klockner, the trading and services arm, and Kühne & Nagel, the transportation/removals company, advanced to DM9.6bn from DM7.7bn.

Lex, Page 14

# Dividend from Unidanmark despite fall

By Hilary Barnes in Copenhagen

Unidanmark, Denmark's second-largest banking group, suffered a fall in net profits in 1994 to DKr520m (\$86.8m) from DKr685m in 1993. However, the bank's supervisory board proposed a DKr4 dividend after omitting the payout in 1992 and 1993.

The 1994 result was hit by unrealised losses of DKr397m on securities, reflecting falling prices in Danish bond and

share markets last year. This compares with unrealised gains of DKr2.53bn in 1993.

Under Danish accounting principles, unrealised gains and losses are entered fully into the profit and loss account in the year in which they occur.

The unrealised portfolio losses mean total income from financial operations fell to DKr8.81bn from DKr11.98bn in 1993, and a peak of DKr6.58bn in 1992.

The workforce, which fell by

per cent to DKr9.7bn from DKr9.42bn.

Loss provisions were more than halved to DKr1.65bn from DKr3.88bn in 1993, and DKr5.28bn in 1992. The bank attributed the improvement to better credit controls and recovery in the Danish economy last year.

Costs were also brought under control, falling to DKr5.74bn from DKr6.99bn in 1993, and a peak of DKr6.58bn in 1992.

The workforce, which fell by

340 to 10,911 at the end of the year, has been reduced by 1,100 since mid-1992.

The bank was cautious about the current year. No further reductions in costs or loss provisions were expected, it said, while competition might put pressure on net interest and fee earnings.

Total assets fell to DKr221.8bn from DKr242bn last year, with advances down to DKr122.5bn from DKr125.5bn and deposits, to DKr121.4bn from DKr127.4bn.

# Union Carbide, Enichem venture plan ready

By Andrew Hill in Milan

Union Carbide of the US and Enichem, Italy's state-controlled chemicals company, have finalised their plan to create one of Europe's largest manufacturers of polyethylene.

They said yesterday they would immediately seek European commission approval for the deal.

The new company will be called Polimeri Europa and

have annual turnover of more than L2,000bn (\$1.34bn). The two companies revealed in August that they wanted to pool Enichem's polyethylene capacity and Union Carbide's Unipol technology.

Polimeri Europa will have share capital of some L662bn and be owned 50:50 by Union Carbide and Enichem. The two groups will have equal representation on the board of directors, with Enichem initially

nominating the chairman and general manager and Union Carbide, the managing director.

At the heart of the deal are plans to construct new polyethylene facilities near Brindisi in Italy, based on the Unipol technology, and replacing obsolete production plants.

Union Carbide said yesterday it expected a decision from the European commission anti-trust authorities by mid-March.

Polimeri Europa would immediately become active, and construction of the plant would begin. The facility could be finished by late-1996.

Union Carbide is expected to contribute to the cost of the 400,000 tonnes-a-year plant, which will make modern linear low-density polyethylene. Enichem said yesterday Polimeri Europa would look to become Europe's leading producer of lower-cost polyethylene.

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# INTERNATIONAL COMPANIES AND FINANCE

## AMP to make A\$50m settlement

By Nikid Tait  
in Sydney

The Australian Mutual Provident, Australia's largest life insurer and owner of UK-based Pearl and London Life, is to pay out more than A\$50m (US\$37.3m) to 250,000 policyholders in a settlement with the Trades Practices Commission, after the competition watchdog received complaints from investors who claimed to have been misled about their policies.

Professor Allan Fels, TPC chairman, described the settlement as "the biggest payout in Australian consumer history". He said AMP had agreed to "underpin" the value of the

policies last December, after the TPC told the insurer it was considering litigation in the Federal Court.

Professor Fels was critical of the way in which the policies were first sold, saying that "quite often" AMP agents did not understand their own products.

However, the TPC chairman added that he was impressed that the insurer offered payments or policy adjustments to all its affected policyholders "even where some consumers' legal rights were uncertain". He described the approach of AMP - which has lost significant market share in the Australian life industry recently and has seen a number of top

level management changes - as "constructive".

The problem arose with "80/20" policies, introduced in the late 1980s and generally sold to investors considering retirement. Under these policies, 80 per cent of an investor's capital would go to the "guaranteed" component, and 20 per cent to an asset value component, which was to be exposed to investment conditions.

Many investors believed the guaranteed element would be immune to market fluctuations. However, AMP calculated subsequent policy values by applying an "adjustment factor", which the TPC claimed affected the whole of the policies. AMP said it had used

reserves to "smooth" the adverse effect of falling asset values and maintain overall guarantees.

Under the settlement, the policies will reflect original consumer expectations. According to the TPC, some individuals will be as much as A\$10,000 better off.

In addition to the more than A\$50m outlay on policies, AMP has agreed to develop a trade practices compliance programme, fund TPC expenses in monitoring the implementation of the undertakings, and to contribute A\$100,000 towards assisting the TPC in funding a community education programme on TV about insurance-related issues.

### NEWS DIGEST

#### Leif Hoegh posts weakest operating profit in five years

Leif Hoegh, the Norwegian shipowner, yesterday reported its weakest average operating profit in five years and said it would decide later on whether to propose a dividend for 1994, writes Karen Fossell in Oslo.

Operating profit of NKr107m (\$15.9m) in 1994 compared with NKr359m the previous year.

The weaker result was attributed to the exclusion of Bona Shipping, primarily a tanker operator, from consolidated accounts after the unit was spun off into a separate company in 1993.

The company also blamed an NKr11m loss by Cool Carriers, an acquisition last year, and lower earnings by other core segments such as car transport.

Freight income rose by NKr373m to NKr2.48bn, but this was more than offset by higher operating and voyage-related expenses, which rose by NKr664m to NKr2.43bn.

The shipowner was also hit by a NKr13m loss by associated companies which had broken even in 1993.

Realised foreign exchange losses reached NKr53m against a gain of NKr6m, while unrealised foreign exchange gains rose to NKr96m from a loss of NKr15m.

Pre-tax profit, before minority interests, fell to NKr148m from NKr335m, while net profit rose to NKr252m from NKr244m.

Leif Hoegh forecast 1995 profit after financial items would improve moderately over the previous year provided stability was maintained in the dollar/krona exchange rate.

#### Telefonos de México buy-backs approved

Telefonos de México, the dominant Mexican telecoms group, said shareholders approved possible buy-backs of up to 250m shares at a shareholders' meeting, Reuter reports from Mexico City.

"In the ordinary general assembly of shareholders held today, an increase was approved in the reserve for acquisition of the company's own shares to 2,975m new pesos (\$57m), and in the maximum amount of social capital which may be given over to buying the company's own shares, to 25m new pesos," the company said.

The approval was granted "after stating that, with the aforesaid, the company may acquire up to 250m of such shares", Telmex added.

#### Hoechst raises stake in SGL Carbon to 89%

Hoechst, the big German chemicals company, said it had temporarily raised its stake in SGL Carbon to 89 per cent, acquiring 29 per cent from a US group, Hoechst Industries, in preparation for listing SGL on the bourse, Reuter reports from Frankfurt.

"The action is to be seen in light of the planned bourse listing of the world's largest producer of graphite products," Hoechst said.

Hoechst said it planned to keep more than 50 per cent of shares after the listing within the next three months of SGL, the world's largest producer of graphite products.

#### Blanc quits as Valeo finance director

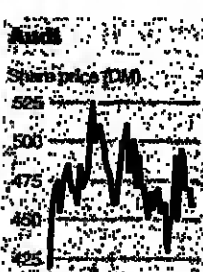
Valeo, the French vehicle components group, announced that Mr Yves Blanc had resigned as finance director and that it was recognising its top financial management, writes John Ridding in Paris.

The company said Mr Blanc was leaving for personal reasons and that he had remained at the group while the reorganisation was being arranged.

Mr Thierry Morin, previously the group's financial controller, has been appointed vice-president responsible for finance.

Mr Thierry Dreux has been appointed vice-president for financial operations but will remain director for international development, focusing in particular on China, India and South Korea. Ms Letitia Petrie takes charge of investor relations.

#### Audi lifts global sales 7.3% to DM13.5bn



Audi, the German luxury carmaker, increased group worldwide sales in 1994 to DM13.5bn (\$8.8bn), a 7.3 per cent advance on the previous year's DM12.6bn, AP-DJ reports from Ingolstadt.

The company, a division of the Volkswagen motor group, said worldwide deliveries rose 5.2 per cent to 976,141 last year.

Audi said its earnings developed in a "positive" trend, citing higher sales volumes and improved cost efficiency. It did not publish specific earnings figures.

The company did not give a forecast for 1995, but in an interview published earlier Thursday by German financial news agency VWD, Mr Herbert Demel, Audi's chairman, said the company would focus its new strategy on improving its image with customers, laying emphasis on quality and service.

Mr Demel said job cuts of around 15 per cent in the last two years to the end of 1994 had been completed.

#### Malaysian telecoms groups in joint venture

Telkom Malaysia and Delcom Services yesterday signed a joint venture agreement with Thai Satellite Telecommunications to provide a satellite-based wireless telephone service in Malaysia, Reuter reports from Kuala Lumpur.

The joint company, Iridium Malaysia, may later market the service to several south-east Asian countries.

Telkom has a 40 per cent stake in Iridium Malaysia, with the remaining 60 per cent stake divided equally between Delcom and Thai Satellite. Iridium Malaysia will initially have a paid-up capital of M\$1m (US\$202,250).

The Iridium telephone system is part of an international project which will allow users with a special handheld phone to contact another party anywhere in the world through the use of satellites.

The project is led by US-based Iridium, in which Motorola has the largest stake of 27.25 per cent.

Sixteen other telecommunications authorities and companies are involved in the consortium which will launch 66 small satellites for the system from 1997. The service is scheduled to start in 1998.

#### Deutsche Babcock payout

Deutsche Babcock, the German engineering group, yesterday said it would pay a dividend, of DM5, for the first time since 1983, writes Michael Lindemann in Bonn. The company earlier reported gross profits of DM90m (\$53.8m) for the year ending September 30.

The company also said it would convert its preference shares into ordinary shares so that all shareholders receive the same dividend.

#### Milestone for PTC as bid deadline approaches

By Farhan Bokhari  
in Islamabad

The privatisation of Pakistan Telecommunications Corporation (PTC) reaches another milestone this weekend with the deadline on bids for advisers on the sale later this year of a block of up to 26 per cent of the company's shares.

The single buyer will be expected to take over the company's management.

The advisory mandate is expected to attract stiff competition from at least five local brokerage houses.

At least an equal number of international investment banks and brokerage houses are also expected to offer bids, possibly in partnership with local companies.

However, concern remains over the response from investors.

International investors who bought into last year's sale of 10 per cent of the company's shares face a loss of about 40 per cent.

In the domestic market, PTC's shares have fallen to about half their peak price of more than Rs70 (\$2.28) a share last September.

The fall was partly triggered by a controversy over the size of the company's market.

After the offer it was revealed that the company was catering for less than 1.9m clients, a lower number than investors had assumed.

One of the more difficult tasks facing the financial advisers is that of providing an accurate assessment of the company's real worth.

Some government officials claim PTC could warrant a price tag of up to \$15m, some 50 per cent above the valuation implied by the government's original sale.

The government still hopes that the price will rise further in response to the introduction of private sector management.

Mr Hussain Lawal, president of the Muslim Commercial Bank, a Pakistani bank which underwrote PTC's earlier international offer, says that in spite of the delay over the company's latest accounts, there is no reason to suggest that it will not do well in the future.

Mr Lawal refers to PTC's profit growth in previous years and an increase of almost 23 per cent in 1993 profits over the previous year as evidence of the company's strength.

#### India may tie steel stake sale to GDR issue

The Indian finance ministry has proposed selling some of the government's controlling stake in the Steel Authority of India (SAIL) at the same time as the group launches a proposed \$350m global depositary receipt (GDR) issue, Reuter reports from New Delhi.

It would be the government's first public sector divestment in the international market.

Last year, the ministry announced that it would sell up to 10 per cent of its controlling stake in SAIL in two rounds.

In the first round in November, the government sold about 0.2 per cent of SAIL's equity.

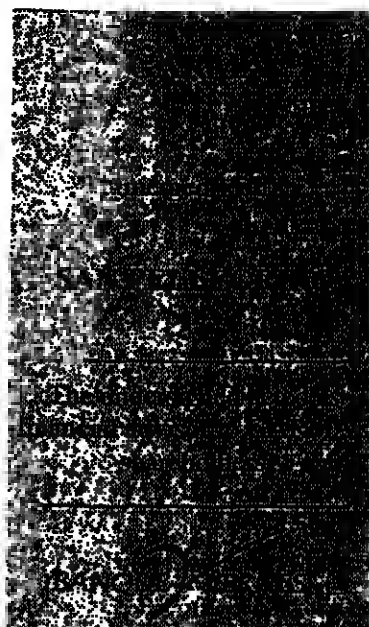
The government has postponed both the second round of divestment, initially set for last month, and the GDR issue, which had been set for March or April of this year. No new date has been set.

The government has also authorised the steel company to issue fresh capital equal to 10 per cent of its paid-up equity.

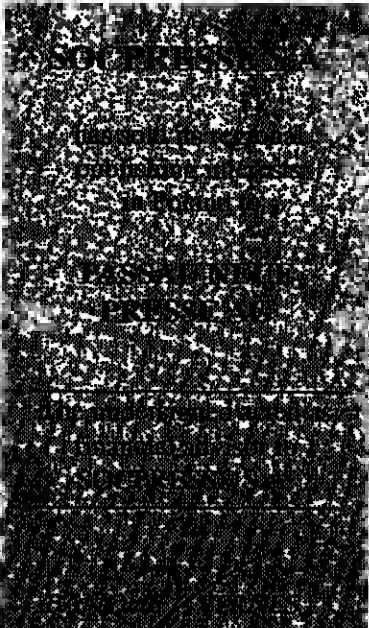
India's Economic Times newspaper said SAIL planned to issue this fresh capital partly as a euroissue and the balance as a domestic issue.

## BANQUE VERNES

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The undersigned acted as financial advisor to EUROSEPT's majority shareholders  
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**S.O.C.P.R.E.S.S.E. S.A.**  
has sold its publishing interests in the Czech Republic to  
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The undersigned acted as financial advisor to S.O.C.P.R.E.S.S.E. S.A.  
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## COMPANY NEWS: UK

# Redundancy costs cut BT to £660m

By Alan Cane

Higher than expected redundancy charges and operating costs held back profitability at British Telecommunications in the third quarter.

These were balanced, however, by asset sales and strong growth in mobile communications leading to pre-tax profits broadly in line with market expectations.

For the three months to December 31 pre-tax profits slipped from £698m to £660m, (£1.02bn) on turnover of £3.47bn (£3.45bn). Earnings per share were 7.1p (7.5p).

The figures were affected by price reductions forced on the company by the terms of its price cap, an aggressive capital expenditure programme and a £75m charge related to the repurchase of bonds.

Inland call turnover fell by £18m, or 4.7 per cent, in the first nine months, as a result of price cuts only partially offset by increased calls.

## Canada Life buys Manulife UK side

By Alison Smith

Canada Life, the Canada-based mutual insurer, is almost doubling its UK life insurance business by acquiring the British operation of Manulife Financial, Canada's largest life insurer, for an undisclosed sum.

The move is likely to be followed by other deals rationalising the UK life sector, as overseas companies confront the choice of acquiring critical mass or leaving an overcrowded market.

For much of last year, Manulife was seeking an acquisition. Only when it failed to find a suitable purchase did it decide to put itself up for sale.

Manulife said yesterday the UK had become "an increasingly complex regulatory envi-

ronment" in which it did not have the scale to compete.

The acquisition will increase Canada Life's UK sales force from 340 to 750, and assets from £1.5bn to £2.6bn. It will also expand the company's product range to include unit trusts and Peps.

The acquisition of Manulife's direct sales force would broaden the company's distribution.

Sales through independent financial advisers currently provide about 70 per cent of premium income. Mr Mills said the aim was that half the premium income for the enlarged company should come from direct sales.

The deal does not affect Manulife's international investment office, which was not offered for sale.

See Lex

## Action 'not appropriate' until all inquiries over Panel stalls N Electric appeal on derivatives

By David Wighton

The Takeover Panel has taken the unusual step of refusing to hear an immediate appeal against its clearance of the controversial derivatives contracts struck between Trafalgar House and Swiss Bank Corporation ahead of the £1.9bn Northern Electric bid.

The Panel told SG Warburg, adviser to Northern Electric, that hearing the appeal would not be appropriate "until inquiries by other regulatory bodies have been concluded".

It is thought the last time the Panel made such a ruling was in relation to Guinness's

takeover of Distillers in 1986.

The Panel would not comment but there was speculation yesterday that it was concerned about prejudicing any possible future legal action.

The Department of Trade and Industry is examining whether the contracts, which yielded Trafalgar House a profit of £2m thanks to the rise in electricity share prices following its bid, breached insider dealing rules.

The Takeover Code includes rules modelled on the old insider dealing legislation which Northern believes have been breached.

Rule 4 restricts "dealings of any kind (including option

business) in securities of the offeree company by any person, not being the offeror, who is privy to confidential price sensitive information concerning an offer or contemplated offer."

The code adds: "No person who is privy to such information may make any recommendation to any other person as to dealing in the relevant securities."

Before the bid, Swiss Bank accepted contracts for differences linked to the share price of Northern and other regional electricity companies. The Bank's marketmaking arm subsequently increased its large stakes in Northern and Yorkshire Electricity.

## Govett is sacked by its own fund

By Nicholas Denton

Govett & Company, the UK-based fund manager, was yesterday sacked by one of its own funds, accused of a number of offences and sued.

The legal action, rare in the fund management industry, disrupts Govett's acquisition of Duff & Phelps, the US fund manager for which it is paying \$250m.

Govett American Endeavour Fund, a Jersey-registered investment company specialising in mezzanine debt financing in the US, accused Govett, its management company, of at least 10 offences including fraud and negligence.

The complaint alleges violations of the US Racketeer Influenced and Corrupt Organisations Act, the powerful legal instrument used originally against the Mafia and later against US financiers like Mr Michael Milken.

"There is evidence of a sustained pattern of wrongdoing which has resulted in damage to the fund," said Mr Graeme Elliot, chairman of American Endeavour.

American Endeavour is suing for damages of at least

\$30m, which would automatically be triggered under the RICO act. Govett, which has \$90m under management, said it was examining its financial exposure.

Govett's shares dropped 38p to close at 311p cutting the value of its share and cash offer for Duff & Phelps, which the shareholders still have to approve formally.

Govett rejected the charges, saying the action was timed to cause havoc in its acquisition. It added that American Endeavour had dismissed it to prevent its own resignation.

It blamed the deterioration in relations on interference in the management of the fund by representatives of James Hardie Industries of Australia, which has a 75 per cent interest in the fund.

Govett took fees from companies in which it advised American Endeavour to invest. American Endeavour alleges these were "commitment fees" worth \$5m. It said it did not know of them and they should have been paid into the fund.

Govett said the payments were for consultancy, and taking them was normal practice for fund managers.

## British Gas in Russian oil decision

By Robert Corzine

British Gas is considering whether to double its 25 per cent stake in Russia's Komf Arctic Oil, following the decision earlier this week by Gulf Canada Resources, the Calgary-based oil and gas producer, to sell its share in the project.

Under the rules of the joint venture British Gas has the right of first refusal to buy Gulf Canada's 25 per cent stake.

The company said it was too early, however, to say whether it would exercise its rights. It also declined to divulge how much it paid for its original stake.

Komf Arctic Oil was set up by British Gas, Gulf Canada and Komineft, the regional Russian oil and gas company, in 1991 to develop two oil fields in the Timan-Pechora area near the Arctic Circle.

Current production is about 18,000 barrels a day, most of which is exported.

## Past still afflicts T&N

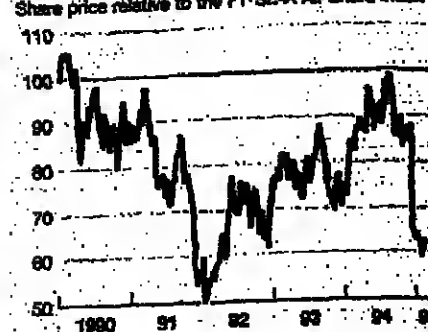
LEX COMMENT

T&N continues to pay the penalty for its asbestos-producing past, but at least the management is taking a realistic approach to its problems. T&N is a successful automotive components company carrying the burden of unquantifiable personal injury claims. The £100m provisions against asbestos claims, announced in November, stretched an already tight balance sheet. It also harmed the credibility of T&N's acquisitive strategy. As a result, investors who had hung on for a high dividend payout decided this was unsustainable, hence the current 9 per cent dividend yield.

The best thing T&N can do is to reflect financial realities and cut its 1995 dividend. Selling non-core businesses could cover asbestos pay-outs, and reduce gearing from the current 60 per cent. And the much vaunted purchase of Germany's Kolbenschmidt can be tailored to suit T&N's balance sheet. Reducing the investment and lowering Kolbenschmidt's own debt are sensible moves. After all, if T&N's asbestos woes are waning - as the management says - the pressure to build alternative profit streams must also dissipate. And the core business is performing strongly.

The management needs to stick to this path.

Share price relative to the FT-SE-100 All-Share Index



even in the face of opposition from yield driven investors. The alternative to dividend cuts is a rights issue. And with the shares trading 25 per cent below their level last November, the management has a lot to gain from being able to demonstrate a secure balance sheet and conservative strategy. Then it can at least bear any further legacies from an unfortunate past.

## Last year's restructuring helps lift BOC to £89.4m

By Daniel Green

BOC, the gases group, showed the fruits of last year's restructuring with first quarter pre-tax profits of £89.4m (£160m). That compared with a loss of £28.9m after a restructuring charge of £86m.

The company said the cost savings programme was going to plan and pre-tax profits this year could benefit by "about £35m".

The results were slightly

below expectations and forecasts for full year profits are now in the region of £375m to £410m.

The company operates in three main regions: Europe, the Americas, and Asia Pacific. The Americas saw the fastest operating profits growth, from £22.8m to £30.3m. But sales fell to £265m (£274m) because of the disposal of the Californian retail gases business.

First quarter profits were helped by a recovery in gas

prices and volumes in the US. "Volumes are up in the United States and prices are on the move. The combination is a good one," said Mr Pat Dyer, managing director.

Industrial gases, the biggest division, raised operating profits to £56.5m (£55.5m) on sales of £255m (£258.5m).

The company warned, however, that competition for its anaesthetic gases, which has lost its patent protection, would continue to grow.

## BTP seeks £52m for purchases

BTP, the speciality chemicals group, plans to raise £51.5m (£50.4m) in a 1-for-6 rights issue, its third in three years. It will issue 23.7m new ordinary shares at 225p. The shares closed down 12p at 260p, writes Geoff Dyer.

The proceeds will fund bolt-on acquisitions, costing about £30m. The group added that it had paid £3.5m for a factory in north Wales for one

of its raw materials. Mr Stephen Hannam, chief executive, said: "We have the opportunity to become one of the top four adhesives companies in the world through small acquisitions."

The group was looking at a number of targets, particularly in south-east Asia. In November, it bought Acbond Adhesives, a small Singapore-based company.

## Logistics runs into margin pressure Geoff Dyer on a sector which has had its premium rating dented

Mr Christopher Blund, the chairman of NFC, the UK's largest transport and logistics group, had only one comment to make about trading at the company's annual meeting last month. "Pressure on margins," he told shareholders, "has not diminished."

For the past year, margin pressure has been the constant refrain of specialists in logistics - industry jargon for third-party distribution, warehousing, packaging and inventory management. A succession of profit warnings and disappointing results has dented the sector's premium rating.

NFC, which was one of the first to speak openly about falling prices, has seen its shares fall 38 per cent since the beginning of 1994. Even shares in Tibbet & Britten, thought to be the sector's blue-chip stock, dropped 26 per cent after it warned of tough trading.

Other operators say the market has stabilised, but even the most optimistic see no sign of prices increasing. Having hoped originally that last year's tough conditions were just a reflection of the sector's late exposure to the recession, they are now coming to terms with the fact that the returns from existing business are going to remain lower.

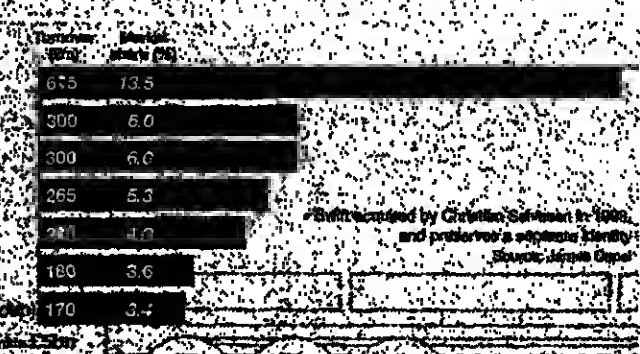
During the 1980s, a number of distribution companies persuaded grocery and fashion groups to let them handle part of their supplies. They made healthy profits and initially managed to avoid the ravages of the recession, in part because of long-term contracts.

The problems began with the outbreak of intense price competition between supermarket chains in late 1993. In looking to cut costs, the retailers took a knife to their logistics bills, sending prices tumbling. Some companies claim the return on capital halved on renegotiated contracts last year.

Mr Robbie Burns, managing director of Enal Logistics, the NFC subsidiary, said: "We are still doing the same level of business as before. We're just not making as much money on it." New customers are also more aggressive. Mr Andrew

## A rocky road

The UK's largest logistics companies are facing a rocky road. Enal Logistics (NFC) has seen its share price fall 38 per cent since the beginning of 1994. Tibbet & Britten has fallen 26 per cent. Enal Logistics (NFC) has seen its share price fall 38 per cent since the beginning of 1994. Tibbet & Britten has fallen 26 per cent.



Finch, analyst at SG Warburg, said: "The logistics companies got away with a lot at first. But there is now a greater understanding of pricing than the grocers had first time round."

Competition is intense. For straightforward distribution contracts, there are few barriers to entry. But in the market for the most complex contracts, requiring considerable capital expenditure, seven groups each have annual turnover from contract distribution in the UK of about £200m, according to James Capel, the stockbroker.

The realisation that the UK grocery market has matured is forcing operators to step up efforts to improve margins. Opportunities, however, require investment.

Operators can enhance service through greater use of computers, keeping a closer track on inventory to reduce working capital. Mr Alan Cole, chief executive of Transport Development Group, said:

"Improved information technology allows customers to measure where their stock is at any one time."

There is scope to increase volumes. External logistics companies are estimated to account for only 30 per cent of the available market, the rest being done in-house. Operators are striving to develop new industrial customers, such as food manufacturers and chemical companies.

They reject the suggestion by some analysts that these industries do not offer the same opportunity as supermarkets to add value, because of the less complex inventory management involved. "Just-in-time delivery was after all invented by the industrial sector," says Mr Chris Masters, chief executive of Christian Salvesen.

Unlike grocers, most of these new industrial clients focus on Europe as a whole, which is forcing logistics operators to improve their presence on the

continent. "It has been much talked about in the past in advance of actual ability, but now everyone is moving into northern Europe," Mr Masters says. Expansion has been a problem for some. NFC's European logistics business, which spent £20m on two acquisitions from Frigoscandia in Germany, lost £4.6m last year.

The lower turnover that many industrial contracts involve is encouraging the greater use of "multi-user facilities", where a network is used by several customers. This in turn requires greater use of computers and management expertise if the logistics companies are to utilise their assets efficiently.

A rash of takeovers is unlikely. Most large contracts allow renegotiation or even cancellation if ownership changes, and customers deliberately spread their business to encourage competition. The use of dedicated facilities also means there is little scope for economies of scale.

## RESULTS

	Turnover (£m)	Pre-tax profit (£m)	EPS (p)	Current dividend (p)	Date of payment	Dividends corresponding dividend	Turn for year	Total for year
BOC	3 mths to Dec 94	828.3 (798.5)	82.4 (80.4)	11.95 (7.18)				
BT	9 mths to Dec 94	10,317 (10,190)	2,182.4 (2,165.4)	22.1 (22.9)				23.2
Cellnet	9 mths to Sept 94	4,008 (3,077)	1,053 (808)	2.5 (18.5)				18.7
Crut Microfilms	Yr to Oct 94	248.1 (272.8)	11.1 (2.18)	7.15 (0.01)	1.4p	Apr 21	1	2
Enal	9 mths to Oct 94	61.54 (57.5)	2.71 (0.75)	3.72 (1.74)	0.01	April 13	1	2
Tollman	9 mths to Nov 94	11.7 (12.5)	2.06 (0.64)	0.5 (0.27)	nil			1

Dividends shown net. Figures in brackets are for corresponding period, 10% increased capital, \$US\$100 stock, 4/4th £25m restructuring provision, 2/4th £250m (£225m) redundancy charges. 4/4th currency.

# BT

## Third Quarter Results

	3 months ended 31 December (unaudited)		9 months ended 31 December (unaudited)	
	1994	1993	1994	1993
Turnover	3,466	3,429	10,317	10,190
Redundancy charges	217	142	368	292
Operating profit	669	761	2,341	2,362
Profit (loss) on sale of group companies	33	(4)	33	(2)
Premium on repurchase of bonds	-	-	75	-
Profit before taxation	660	698	2,153	2,198
Profit after taxation	432	458	1,384	1,440
Earnings per share	7.1p	7.3p	22.1p	22.9p

**Highlights excluding the impact of redundancy charges and non-recurring factors:**

- Turnover up by 2.3% in the third quarter and 2.2% for the nine months
- Profit before tax up by 0.8% in the third quarter and 0.9% for the nine months
- Earnings per share up by 3.1% in both the third quarter and for the nine months

**Chairman's statement**

The third quarter's results are a reflection of a period in which our customers have been facing considerable challenges. These challenges are a result of the rapid changes in our cellular business environment. We have entered its second decade in a space where all are positioned to meet the challenges of a global marketplace at home and abroad, but facing unpredictable regulatory climate in the UK."

Sir Iain Vallance  
9 February, 1995

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سید من الامل



## COMMODITIES AND AGRICULTURE

## Market stays nervous as metals rebound

By Deborah Hargreaves

Metals prices bounced yesterday as more trade buyers emerged after the sharp falls experienced on the London Metal Exchange this week.

This has corrected an over-optimistic market, but there is still a bit of an argument between the trade buyers and the liquidators, which means the market could move sideways for a bit," said Mr Wil-

Ham Adams, at Rudolf Wolff, the London metals brokers.

Copper, aluminium and nickel all benefited from a return of interest in metals with aluminium recovering much of the loss made on Wednesday to finish at \$1,983 a tonne - \$61 higher. Copper prices settled into a range, trading between \$2,850 and \$2,750 a tonne and closed at \$2,825.

Nickel prices which tumbled

on Wednesday, recovered \$240 a tonne to \$3,250.

But the market remains nervous of further weakness. "It's a bit like watching a tightrope - will it fall or make it across?" said Mr Nick Moore at Ord Minnett. Traders will be watching the release of LME stock figures today along with primary aluminium statistics with interest to see whether falling stocks will support higher prices.

## Syria struggling to soften its image in the oil business

By James Whittington and Robert Corzine

Late last year Mr Nadir Nabulsi, Syria's oil minister, and the president of France's Elf Aquitaine, made a much-publicised trip to Syria's prolific oil producing region, Deir al-Zor, in the north east of the country.

At Deir al-Zor the two men officiated at a ceremony marking the rapid growth of Syria's oil industry, whose output has surged to a record 600,000 barrels a day from 180,000 b/d a decade earlier.

But not everyone in the area was in a celebratory mood. Not too far away a team from Tullow Oil of Ireland was quietly plugging an abandoned well, their second in less than two years which failed to produce commercial quantities of crude.

Unfortunately for Syria, Tullow's experience has not been unique. After a flurry of activity in the late 1980s, when commercial quantities of crude were found in the Deir al-Zor, international interest in Syria waned because of disappointing exploration results and harsh contract terms.

Out of 14 oil companies operating in the country in 1991, only five remain - Elf, the Royal Dutch Shell group working with Germany's Deminor, Tullow and Marathon of the US.

Last week Mr Nabulsi was in London to try to persuade UK-based companies that Syria was prepared to be flexible on the terms and conditions it offers to explorers. He said: "We are ready to modify any

terms and conditions" to suit individual proposals.

But flexibility over terms and conditions may not be enough to reinvigorate Syria's oil and gas sector, which, despite the recent production increases, faces an uncertain future.

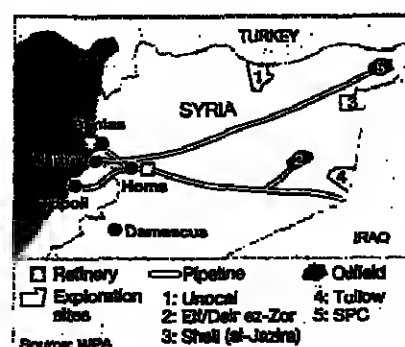
Mr Nabulsi would not disclose the latest estimates of Syria's oil reserves, but industry estimates put recoverable reserves at

## On one consultancy's list of 101 countries, rated on fiscal attraction to oil explorers, it comes 101st

just 1.7bn barrels, less than eight years' production at the current rate of extraction.

One of the problems facing Syria is the sheer level of competition which now exists for international oil investment. Unlike the 1980s, international oil companies today enjoy an abundance of opportunities worldwide.

The end of the Cold War opened vast parts of known oil-bearing regions in eastern Europe and the former Soviet Union to exploration. In addition many countries which have traditionally been closed to international oil companies are now scrambling to attract investment.



## UK is best for 'oil tax' say researchers

By Robert Corzine

The UK has the most favourable tax regime for oil exploration companies, according to a survey by Petroconsultants, an oil industry research group in Geneva.

"The UK continues to stand out as offering potential investors the most favourable of any economic rent generated by oil developments while still offering attractive acreage," it said.

It added that most of the fiscal regimes in oil producing countries continued to be regressive, particularly Syria and Egypt.

The survey said a number of countries made significant changes to their fiscal regimes last year, including Colombia, Congo, Ecuador, New Zealand, Peru and Qatar. There was a correlation between a high tax rate and high prospectivity, Colombia, Egypt, Indonesia, Malaysia and Norway, for example, claim more than 85 per cent of oil project profits.

Apart from the UK, the countries with the lowest tax take included Ireland, Equatorial Guinea, Paraguay and Turkey, "none of which are normally regarded as particularly prospective," said the report.

## Germany urged to act over beef ban

By Michael Lindemann in Bonn

Mr Horst Seehofer, the German health minister, was last night considering what action he could take against several German states controlled by the opposition Social Democratic party (SPD) which have banned the processing and consumption of British beef.

Mr Franz Fischer, the European Union's agriculture commissioner, wrote to Mr Seehofer yesterday asking him to outline what he could do to bring the states in line with the latest EU regulations which permit the import of British beef from animals born after January 1, 1992.

Several states have banned British beef saying it may be infected with bovine spongiform encephalopathy (BSE) or mad cow disease. Mr Seehofer, however, is satisfied with the latest measures agreed in Brussels in December and issued an emergency decree earlier this week banning German imports into line with the rest of the Union.

The ministry said Mr Seehofer had two weeks to reply to the letter.

## Renison looking at Indian project

By Nikk Tait in Sydney

Renison Gold Fields, the Australian mining group in which Britain's Hanson holds a large minority interest, said yesterday that it was looking at developing a synthetic rutile mineral sands project in India, in conjunction with three Indian partners.

The proposed site is in Kerala, on India's southwest coast. Although a feasibility study has yet to be completed, RGC said that it was estimated that there was sufficient ilmenite to

feed a plant producing around 120,000 tonnes of synthetic rutile a year, over 15 years.

"These resources, which also contain rutile, zircon, sillimanite and other minerals, will be confirmed as part of a pre-feasibility study now being undertaken by Renison Gold Fields Mineral Sands," said the company.

The three Indian partners who have signed the initial agreement are Indian Rare Earths, Chemicals and Plastics India, and the government of Kerala.

## UN agency tightens belt to support world's small farmers

By John Madeley

In the battle for a share of scarce world aid money, the International Fund for Agricultural Development, the United Nations agency for small farmers, has streamlined its operation and is making changes in the way it is funded and controlled.

At its recent governing council meeting in Rome, the fund became the first UN aid agency to change the agreement on which it was established.

The fund has altered its voting structure on the governing council to reflect more accurately its sources of funding.

Western countries have pledged \$400m to the fund for the next three years, out of an overall total of \$700m. The Organisation of Petroleum Exporting Countries (Opec) is likely to contribute around \$300m, and developing countries \$100m. The fund's share of voting power will increase from a third to a half.

Set up in 1977 to provide aid to poorer farmers, the fund was originally financed jointly by western countries and Opec members. It was a way of recycling some of Opec's surplus oil money to help agriculture in developing countries.

The fund has given interest-free loans of around \$4m to about 400 projects in more than 100 developing countries, with two-thirds of its money going to Africa. The fund's share of voting power will increase from a third to a half.

recipient countries \$5.5bn. In addition, it has raised \$400m for a special programme for African countries affected by drought and desertification.

Mr Fawzi Al-Sultan of Kuwait, the fund's president, says administrative costs have been reduced "by over 14 per cent in 1994" and, that as a proportion of lending, costs have dropped in the last two years from 17.7 per cent to 12.7 per cent.

Some of the savings have come from streamlining procedures for assessing and starting new projects, which have often been slow and costly. The fund has now cut its time of project development "from two years to less than a year," says Mr Al-Sultan.

The fund's supervision of ongoing projects, however, has been criticised by an independent assessment team. They described existing arrangements for the supervision of projects as "clearly unsatisfactory... the fund needs a better management tool".

While the fund selects projects to support, it relies on a large number of agencies on the ground to administer its loans and supervise the projects. The assessment team suggested that it work with a smaller number of co-operating institutions.

Mr Al-Sultan says that for a "limited number of projects" the fund intends to do its own supervision. "This will accelerate the IFAD's own learning curve and help to strengthen future project design," he says.

The assessment team said they found "plenty of evidence that the fund is reaching the poor and helping them to increase agricultural productivity and incomes".

"The need for IFAD is more pronounced now than at the time it was created," said Mr Ivan Head, the team's Canadian chairman.

The agency's lending to Africa increased sharply in 1993 and 1994, but its special Africa programme is to be merged into the general fund.

## COMMODITIES PRICES

## BASE METALS

## LONDON METAL EXCHANGE

(Prices from Anonymous Metal Trading)

## ALLIUMINUM 99.7% Purity (per tonne)

Month	Price	Change
Close	1895.5-6.5	-
Previous	1890.0	-5.5
High/Low	1910/1875	-
AM Official	1910.5-9	-
Kerb close	1910.5-9	-
Open int.	257,024	-
Total daily turnover	59,130	-

## ALLIUMINUM ALLOY (per tonne)

Month	Price	Change
Close	1870-85	-
Previous	1870-85	-
High/Low	1890/1850	-
AM Official	1890-85	-
Kerb close	1890-85	-
Open int.	2,625	-
Total daily turnover	703	-

## LEAD (per tonne)

Month	Price	Change
Close	575-8	-
Previous	575-8	-
High/Low	585/565	-
AM Official	585-8	-
Kerb close	585-8	-
Open int.	4,144	-
Total daily turnover	3,491	-

## NICKEL (per tonne)

Month	Price	Change
Close	8150-200	-
Previous	7805-75	-
High/Low	8225-80	-
AM Official	8225-80	-
Kerb close	8225-80	-
Open int.	68,506	-
Total daily turnover	20,538	-

## ZINC (per tonne)

Month	Price	Change
Close	5300-400	-
Previous	5290-90	-
High/Low	5400-450	-
AM Official	5400-450	-
Kerb close	5400-450	-
Open int.	22,708	-
Total daily turnover	8,204	-

## ZINC, special high grade (per tonne)

Month	Price	Change
Close	10125-5.5	-
Previous	10100-4	-
High/Low	10200-10	-
AM Official	10200-10	-
Kerb close	10200-10	-
Open int.	102,400	-
Total daily turnover	24,798	-

## COPPER, grade A (per tonne)

Month	Price	Change
Close	2855-6	-
Previous	2850-7	-
High/Low	2865-8	-
AM Official	2865-8	-
Kerb close	2865-8	-
Open int.	241,500	-
Total daily turnover	69,887	-

## LME Closing 9/5

Month	Price	Change
Close	374.00-0.50	-
Previous	374.00-0.50	-
High/Low	374.00-0.50	-
AM Official	374.00-0.50	-
Kerb close	374.00-0.50	-
Open int.	241,500	-
Total daily turnover	69,887	-

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Month	Price	Change
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Previous	374.00-0.50	-
High/Low	374.00-0.50	-
AM Official	374.00-0.50	-
Kerb close	374.00-0.50	-
Open int.	241,500	-
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Open int.	241,500	-
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Month	Price	Change
Close	374.00-0.50	-
Previous	374.00-0.50	-
High/Low	374.00	



## INTERNATIONAL CAPITAL MARKETS

## Treasuries fall before long-bond auction

By Lisa Branson in New York  
and Graham Bowley in London

US Treasury prices fell across the maturity range yesterday morning as traders made room for an afternoon long-bond auction and reacted to stronger-than-expected economic data.

At midday, the benchmark 30-year Treasury bond was down 1/8 at 97 1/2 to yield 7.875 per cent. At the short end, the two-year note fell 1/8 to 100 1/2, yielding 7.175 per cent.

The afternoon auction of \$11bn in 30-year bonds was to be the third part of the Treasury department's refunding operation. Demand was reasonable at Tuesday's auction of three-year notes and somewhat lower at Wednesday's sale of 10-year paper.

There were concerns in the market about the long bond auction because of growing uncertainty about potential inflation, especially with producer price figures not due until today. Economists were predicting a 0.4 per cent increase in the index of producer prices compared to the 0.2 per cent growth shown in December.

Inflation is damaging to the long bond because it tends to erode the value of longer term securities.

Adding to inflation worries was a lower-than-expected number of people filing their first claim for unemployment

## GOVERNMENT BONDS

benefits. Although the Labour department's weekly report of initial unemployment claims is not generally given much importance by the market, signs of increasing employment added pressure to the bond market in the absence of more substantial news.

Initial unemployment claims dropped by 8,000 to 315,000 last week from 327,000 the previous week. Economists had estimated that closer to 325,000 people would seek such benefits.

Another factor putting pressure on Treasuries was the slipping dollar. In morning trading the dollar fell against the Japanese yen and the D-Mark, which hurts bonds by putting foreign investors

off US instruments.

European government bond markets advanced strongly yesterday, led by Germany, before falling back on weakness in US Treasuries.

Dealers reported growing optimism among European investors about a slowdown in US economic growth and a peak in US interest rates.

Mr Steve Major, head of bond research at Credit Lyonnais in Paris, said: "More and more investors think we have reached an important turning point, although the rally will be cautious."

However, Mr George Magnus, chief economist at S.G. Warburg in London, said: "Europe is shadowing the US and if the US turns back, Europe could give up a lot of its recent gains."

Reports that the Bundesbank intends to wind down the issuance of five-year bonds provided early support for the German government bond market, causing a further steepening of the yield curve between the five and 10-year areas.

The yield spread between the

five-year bond on DTR and 10-year bond on Life widened to 42 basis points, a 7 basis point rise from earlier in the week.

Weak consumer price inflation data also provided a boost to the market. "These figures show there is no need for an early rise in interest rates by the Bundesbank," said Mr Nick Stamenkovic, at DKB, an investment bank in London.

The March bond futures contract on Liffe rose to 91.10 before falling back to 90.88, up 0.07 on Wednesday's close.

Uncertainty surrounding the current round of wage talks contributed to the decline in later trading, dealers said.

However, Mr Holger Fähring, economist at UBS in Frankfurt, said: "The outcome of the wage talks is unlikely to be inflationary since the union's position is relatively weaker because of high unemployment."

The yield spread below US Treasuries fell to 34 from 38 in morning trading.

The French bond market performed strongly, with futures holding on to much of their early gains.

## Loan for Portugal attracts DM8.4bn

By Martin Brice

The DM8.4bn loan for Portugal has been almost three times subscribed, with international banks willing to lend it DM8.4bn.

The five-year revolving credit has not been increased. It was launched less than two weeks ago by the six co-arrangers and has attracted an additional 22 banks as underwriting lead managers.

The underwriting commitment has been cut back from the original DM300m to a bank to about DM170m.

The loan is likely to set a benchmark for sovereign borrowers in the international credit market. It has been priced with a facility fee of 3.75 basis points and a margin of 4 basis points over Libor on the funds Portugal uses, making the cost of the funds 7.75 basis points over Libor. A loan for Sweden arranged before Christmas was priced at 8 basis points over Libor and the warm response for the Portugal deal suggests banks' appetite for zero-weighted loans to sovereign borrowers is undiminished, even at wafer-thin prices.

The loan was launched into general syndication yesterday and syndication is to close on February 24.

Banks are being invited into the loan as managers at DM75m, co-managers at DM50m and participants at DM25m.

Banks arranging the loan are Banco Comercial Português, Banco de Fomento e Exterior, Chemical Bank, Industrial Bank of Japan, NatWest Markets, and Swiss Bank Corporation.

Joint book-runners are NatWest and Chemical, which is also the lead arranger. The bank director for Japan and SBC is documentation agent.

## Copper price fall hits Peruvian IPO

By Corrie Middleman

An initial public offering for the Southern Peru Copper Corporation yesterday fell victim to the recent drop in commodity prices which has sent prices of copper and copper-related stocks tumbling sharply.

The company's planned share offering, which was to have been priced yesterday, was postponed indefinitely due to difficult conditions in commodity markets, said lead manager CS First Boston.

The decision came only a day after the terms of the deal had been scaled back. On Wednesday, the planned issue size was reduced to 10m shares from the original 15m, and the target price range was lowered to \$13-\$15 a share from the initially indicated \$15-\$18.

The precarious regional backdrop - including recent tensions between Peru and Ecuador and nervousness in Latin American markets following the Mexican currency crisis - reinforced the sellers' decision to put the issue off. In Europe, the sale of 1.6m shares in Mapfre Vida, a leading Spanish life insurer, by its parent Corporación Mapfre received a warm welcome. The shares were priced at Ptas4,450

## Freddie Mac to raise \$15bn

The Federal Home Loan Mortgage Corporation, the US government mortgage agency better known as Freddie Mac, is to raise \$15bn on international capital markets, writes Martin Brice.

The first issue from the programme will be in the second quarter of this year.

The move suggests an extension of the global market for callable bonds spearheaded by other US government agencies.

It is also a coup for Lehman Brothers, which is to arrange the global debt facility. Lehman is already the co-arranger

for the global debt facilities for the Federal Home Loan Bank and for the \$20bn global debt programme of the US Federal National Mortgage Association (Fannie Mae).

Much of the debt issued by US mortgage agencies is callable, which means the bonds can be redeemed by the borrower at an agreed point before their maturity date.

US mortgage agencies are seeking to extend the market for callable bonds beyond the US domestic market where they have issued much of their debt.

each, slightly below Wednesday's close of Ptas5,530. The international tranche - 30 per cent of the issue - was more than five times oversubscribed.

"The success of this issue signals the reopening of the Spanish new issues market," said Mr Hank Erbe, equity syndicate manager at Lehman Brothers, which were joint lead managers with BBV of Spain. "The depth and the breadth of the institutional placement are a vote of confidence both for the company and the Spanish market."

Meanwhile, the French economics ministry announced that the institutional tranche in the privatisation of Setra, the state-owned tobacco monopoly, was 9.2 times oversubscribed.

Bookbuilding for domestic and foreign institutional orders for 13.3m shares in Setra ended on Tuesday. Another 13.3m shares are being offered to French private investors. If retail demand significantly surpasses that amount, up to 20 per cent of the institutional tranche can be clawed back to meet private investor demand. The government this week set a price of FF133 a share for the institutional tranche and FF126 for the retail tranche.

## EIB raises \$500m with two-tranche deal

By Martin Brice

The European Investment Bank brought a two-tranche deal to the euromarkets yesterday. It raised \$500m in deals handled by HSBC.

HSBC said the deals were aimed at different investors. The \$200m two-year with a coupon of 7 per cent was targeted at retail investors, who gave the deal a warm reception. That deal came at 10 basis points over the comparable Treasury and was sold out yesterday, said HSBC.

The \$300m five-year deal carried a coupon of 7 per cent. It came at 15 basis points over the comparable Treasury and was sold out to institutions on the European continent and in the

UK, as well as retail investors in the Benelux region, said HSBC.

## INTERNATIONAL BONDS

Abbey National, the UK bank, visited the euro-market for the fifth time, raising FF8bn with a 21-month deal carrying a 7 per cent coupon. Bookrunner was CCF, which also handled a FF1bn deal for Abbey in 1993.

CCF said: "At the short end there is huge demand in the regional market." It said 75 per cent of the deal was sold in the first few hours, mostly to institutions in the Benelux region, Germany and France.

## NEW INTERNATIONAL BOND ISSUES

Borrower	Amount	Coupon	Price	Maturity	Yield	Spread	Book runner
US DOLLARS							
SOCCO (1995-99)	225	7.85	98.85	Feb 2000	-	+437/8-44 0/8	Citibank
EIB, Tranche 1 (94)	200	7.375	98.975	Mar 1997	0.125R	+107/8-10 7/8	HSBC Markets
EIB, Tranche 2	300	7.625	98.985R	Mar 2000	0.25R	+117/8-11 3/8	HSBC Markets
STERLING							
Merrill Lynch & Co.	100	6.25	98.514R	Mar 2000	0.30R	+87/8-9 0/8	HSBC/Merrill Lynch Int.
FRENCH FRANCES							
Abbey Nat. Tranche 1 (1995-99)	300	7.00	98.51R	Dec 1998	0.15R	+203/4-21 1/4	CCF

Final terms, non-callable unless stated. Yield spread over relevant government bond as shown, subject to lead manager. 180-day annual coupon. If bond is sold at a discount, yield shown at 180-day level. a) Standard Credit Card Master Trust, Legal maturity, Feb 2000. b) Fixed rate at 43-45bp over Treasury. c) Long term coupon. d) Short 1st coupon.

## WORLD BOND PRICES

## BENCHMARK GOVERNMENT BONDS

Coupon	Rate	Price	Yield	Week	Month
Australia	6.000	98.000	6.110	10.23	10.06
Austria	7.500	98.010	7.500	10.23	10.06
Belgium	7.500	100.000	7.500	10.23	10.06
Canada	9.000	120.000	9.000	10.23	10.06
Denmark	11.250	100.000	11.250	10.23	10.06
France	8.000	98.000	8.000	10.23	10.06
Germany	7.500	98.000	7.500	10.23	10.06
Italy	8.500	98.000	8.500	10.23	10.06
Japan	4.000	98.000	4.000	10.23	10.06
Netherlands	7.500	98.000	7.500	10.23	10.06
Portugal	8.500	98.000	8.500	10.23	10.06
Spain	8.000	98.000	8.000	10.23	10.06
Sweden	8.000	98.000	8.000	10.23	10.06
UK Gilt	8.000	98.000	8.000	10.23	10.06
US Treasury	7.500	98.000	7.500	10.23	10.06

Source: Reuters

## US INTEREST RATES

Instrument	Rate	Yield
10-year Treasury	7.875	7.875
30-year Treasury	7.875	7.875
90-day T-bill	6.875	6.875
3-month T-bill	6.875	6.875
6-month T-bill	6.875	6.875

Source: Reuters

## BOND FUTURES AND OPTIONS

Instrument	Price	Yield
10-year Treasury	91.10	7.875
30-year Treasury	90.88	7.875
90-day T-bill	100.10	6.875
3-month T-bill	100.10	6.875
6-month T-bill	100.10	6.875

Source: Reuters

## UK GILTS PRICES

Instrument	Price	Yield
10-year Gilt	98.85	7.875
30-year Gilt	98.85	7.875
90-day Gilt	100.10	6.875
3-month Gilt	100.10	6.875
6-month Gilt	100.10	6.875

Source: Reuters

## FT-ACTUARIES FIXED INTEREST INDICES

Index	Value	Change
1. Up to 5 years (25)	118.43	+0.02
2. 5 to 10 years (25)	118.43	+0.02
3. Over 10 years (25)	118.43	+0.02
4. Intermediate (25)	118.43	+0.02
5. All stocks (25)	118.43	+0.02

Source: Reuters

## FT FIXED INTEREST INDICES

Index	Value	Change
1. Up to 5 years (25)	118.43	+0.02
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3. Over 10 years (25)	118.43	+0.02
4. Intermediate (25)	118.43	+0.02
5. All stocks (25)	118.43	+0.02

Source: Reuters

## FT/ISMA INTERNATIONAL BOND SERVICE

Used as the latest international bond service for which there is an extensive secondary market. Latest prices at 7:30 pm on February 9

Instrument	Price	Yield
10-year Treasury	91.10	7.875
30-year Treasury	90.88	7.875
90-day T-bill	100.10	6.875
3-month T-bill	100.10	6.875
6-month T-bill	100.10	6.875

Source: Reuters

## OTHER FIXED INTEREST

Instrument	Price	Yield
10-year Treasury	91.10	7.875
30-year Treasury	90.88	7.875
90-day T-bill	100.10	6.875
3-month T-bill	100.10	6.875
6-month T-bill	100.10	6.875

Source: Reuters

## CONVERTIBLE BONDS

Instrument	Price	Yield
10-year Treasury	91.10	7.875
30-year Treasury	90.88	7.875
90-day T-bill	100.10	6.875
3-month T-bill	100.10	6.875
6-month T-bill	100.10	6.875

Source: Reuters

## STOCK MARKET

Instrument	Price	Yield
10-year Treasury	91.10	7.875
30-year Treasury	90.88	7.875
90-day T-bill	100.10	6.875
3-month T-bill	100.10	6.875
6-month T-bill	100.10	6.875

Source: Reuters

## CURRENCY EXCHANGE

Instrument	Price	Yield
10-year Treasury	91.10	7.875
30-year Treasury	90.88	7.875
90-day T-bill	100.10	6.875
3-month T-bill	100.10	6.875
6-month T-bill	100.10	6.875

Source: Reuters

## COMMODITIES

Instrument	Price	Yield
10-year Treasury	91.10	7.875
30-year Treasury	90.88	7.875
90-day T-bill	100.10	6.875
3-month T-bill	100.10	6.875
6-month T-bill	100.10	6.875

Source: Reuters

## ENERGY

Instrument	Price	Yield
10-year Treasury	91.10	7.875
30-year Treasury	90.88	7.875
90-day T-bill	100.10	6.875
3-month T-bill	100.10	6.875
6-month T-bill	100.10	6.875

Source: Reuters

## PRECIOUS METALS

Instrument	Price	Yield
10-year Treasury	91.10	7.875
30-year Treasury	90.88	7.875
90-day T-bill	100.10	6.875
3-month T-bill	100.10	6.875
6-month T-bill	100.10	6.875

Source: Reuters

## AGRICULTURE

Instrument	Price	Yield
10-year Treasury	91.10	7.875
30-year Treasury	90.88	7.875
90-day T-bill	100.10	6.875
3-month T-bill	100.10	6.875
6-month T-bill	100.10	6.875

Source: Reuters

## LIVESTOCK

Instrument	Price	Yield
10-year Treasury	91.10	7.875
30-year Treasury	90.88	7.875
90-day T-bill	100.10	6.875
3-month T-bill	100.10	6.875
6-month T-bill	100.10	6.875

Source: Reuters

## FOREX

Instrument	Price	Yield
10-year Treasury	91.10	7.875
30-year Treasury	90.88	7.875
90-day T-bill	100.10	6.875
3-month T-bill	100.10	6.875
6-month T-bill	100.10	6.875

Source: Reuters

## CREDIT SPREADS

Instrument	Price	Yield
10-year Treasury	91.10	7.875
30-year Treasury	90.88	7.875
90-day T-bill	100.10	6.875
3-month T-bill	100.10	6.875
6-month T-bill	100.10	6.875

Source: Reuters

## CREDIT RISK

Instrument	Price	Yield
10-year Treasury	91.10	7.875
30-year Treasury	90.88	7.875
90-day T-bill	100.10	6.875
3-month T-bill	100.10	6.875
6-month T-bill	100.10	6.875

Source: Reuters

## CREDIT RISK



## MARKETS REPORT

## UK politics continue to depress sterling sentiment

Sterling performed steadily yesterday, but its vulnerability to political uncertainty continued to dominate market attention, writes Philip Gault.

The pound traded in a fairly narrow range against both the D-Mark and dollar, finishing in London at DM2.3787, from DM2.3778, and \$1.5557, from \$1.5523.

Analysts are split about the outlook for the pound, although current market opinion is clearly on the pessimistic side.

The dollar continued in its recent narrow range, finishing little changed at DM1.5291 and ¥98.855.

Elsewhere in the dollar bloc, the Australian dollar continued to weaken. It fell to around 74.15 US cents in Asian trading, before recovering to finish at 74.45 cents.

Trade in the Swedish krona was fairly straggly after the Riksbank raised interest rates. It appreciated from a high of SKr4.8835 against the D-Mark,

to SKr4.8610, before sinking back to finish at SKr4.8835. The central repo rate was raised by 20 basis points to 7.5 per cent, while the deposit (floor) and lending (ceiling) rates were raised by 50 basis points, respectively to 6.5 and 8.5 per cent.

As a general observation, analysts said market turnover was currently fairly quiet. They said traders were reluctant to establish fresh positions, preferring to take profits on moves that took place in January.

Market observers offer differing views about sterling's current plight. Some sense a buying opportunity, others report evidence of two-way trade, while still others say

there is now evidence of selling pressure emerging from institutions.

Mr Neil MacKinnon, chief economist at Citibank in London, said that until about two weeks ago, institutions had been running long sterling positions against the D-Mark.

"The problem was that they were not seeing any benefit. The unwinding of their positions has contributed to sterling weakness."

Analysts agree that political instability, aggravated by the feeling that UK interest rates may be on hold for some time, explain current weakness.

Mr Michael Smolke, trader at Bites, a foreign exchange trading company in London, commented: "The underlying feeling is that you don't want to be invested in a country where the Labour party might get in charge. Otherwise there is no problem with sterling."

Mr MacKinnon predicted that if sterling breached the DM2.37 level, it could fall as far as its

historical low, around DM2.31.

Two issues have combined to unsettle the previously strong Australian dollar-investor disapproval that monetary policy was not tightened this week, and the sharp downturn in world commodity prices.

Australia is a large commodity producer, so the dollar has tended to track commodity

prices quite closely.

Mr Tim Stewart, currency strategist at Morgan Stanley in London, said the decision not to raise rates should be seen in the context of Canadian and US rates rising, and New Zealand indicating that it needed to tighten policy further.

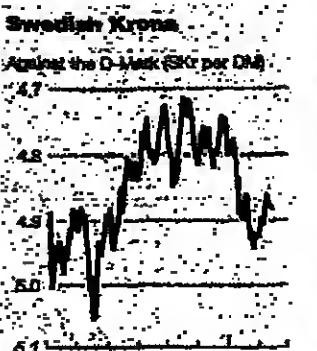
This left Australia as the "odd man out," disappointing foreign investors, who are large holders of Australian bonds, in the process.

Mr Stewart said the "big move" in the dollar was probably over, unless there was further deterioration in commodity prices. He said he had lowered his forecast trading range for the dollar to 73.5-75 US cents from 78-81 before the recent fall.

national support package for Mexico.

Mr Miguel Mancera, the central bank governor, said the floating exchange rate regime would be kept for the time being. He said "scarcity of reserves" and "uncertainty" prevented any alternative route. He indicated that monetary policy would be tightened if the peso traded steadily lower.

The Bank of England provided UK money markets with £500m last assistance. Earlier it had provided £500m liquidity, at the established rate of 8 per cent, after forecasting a £1.25bn shortage. Three month money remained at 8 per cent, the same as the base rate.



historical low, around DM2.31.

## POUND SPOT FORWARD AGAINST THE POUND

Feb 9	Closing mid-point	Change on day	Settlement	Day's high/low	One month	Three months	One year	JP Morgan
Europe	18.7485	+0.0003	400 - 532	18.7680 18.7115	18.7514	1.1	-	105.5
Australia	48.9292	-0.0002	612 - 880	48.9100 48.9480	48.9292	1.2	-	107.3
Belgium	9.3851	+0.0006	612 - 880	9.3783 9.3918	9.3851	0.7	-	105.8
Denmark	7.2443	+0.0007	372 - 518	7.2320 7.2580	7.2443	1.0	-	84.8
France	6.5577	+0.0007	372 - 518	6.5410 6.5744	6.5577	1.0	-	107.3
Germany	2.3787	+0.0002	772 - 787	2.3688 2.3787	2.3787	1.6	-	108.2
Greece	371.895	+0.018	880 - 944	372.390 369.402	-	-	-	88.8
Ireland	1.0083	-0.0005	688 - 688	1.0074 1.0018	1.0083	0.4	-	97.4
Italy	245.548	+0.10	131 - 385	245.440 244.820	245.548	-1.7	-	73.4
Luxembourg	48.9292	-0.0002	612 - 880	48.9100 48.9480	48.9292	1.2	-	107.3
Netherlands	2.6882	+0.0004	680 - 674	2.6701 2.6880	2.6882	1.6	-	107.3
Norway	10.4081	+0.0002	641 - 121	10.4035 10.4081	10.4081	0.1	-	98.2
Sweden	245.548	+0.10	131 - 385	245.440 244.820	245.548	-1.7	-	73.4
Spain	204.739	+0.0002	688 - 688	204.739 204.739	204.739	-1.8	-	70.8
Switzerland	11.0774	+0.0002	677 - 170	11.0718 11.0774	11.0774	-1.2	-	80.9
UK	2.0118	+0.0002	111 - 128	2.0118 2.0118	2.0118	2.8	-	108.1
USA	1.5557	+0.0001	608 - 615	1.5521 1.5593	1.5557	0.8	-	108.2
ECU	1.2811	+0.0001	608 - 615	1.2821 1.2803	1.2803	0.8	-	108.2
SDR	0.44680	-	-	-	-	-	-	-
Admission	1.5553	+0.0003	648 - 658	1.5575 1.5528	-	-	-	-
Argentina	1.2387	-	641 - 592	1.2390 1.2384	-	-	-	-
Canada	2.1780	+0.0004	732 - 787	2.1774 2.1784	2.1784	-1.3	-	82.1
Canada (New)	0.6572	+0.0008	188 - 676	0.6575 0.6563	-	-	-	-
USA	1.5557	+0.0001	608 - 615	1.5521 1.5593	1.5557	0.8	-	108.2
Pacific/Middle East/Africa	1.5557	+0.0001	608 - 615	1.5521 1.5593	1.5557	0.8	-	108.2
Australia	48.9292	-0.0002	612 - 880	48.9100 48.9480	48.9292	1.2	-	107.3
Hong Kong	12.0272	+0.0014	245 - 288	12.0438 12.0088	12.0272	0.1	-	105.8
India	48.9292	-0.0002	612 - 880	48.9100 48.9480	48.9292	1.2	-	107.3
Israel	4.7026	+0.0007	372 - 518	4.6922 4.7128	4.7026	1.0	-	84.8
Japan	163.784	+0.018	720 - 847	164.291 163.264	163.784	4.9	-	148.2
Malaysia	1.5557	+0.0001	608 - 615	1.5521 1.5593	1.5557	0.8	-	108.2
New Zealand	2.6882	+0.0004	680 - 674	2.6701 2.6880	2.6882	1.6	-	107.3
Philippines	38.5490	+0.0002	641 - 121	38.5511 38.5470	-	-	-	-
Saudi Arabia	5.8942	+0.0004	328 - 354	5.8948 5.8936	-	-	-	-
Singapore	2.6882	+0.0004	680 - 674	2.6701 2.6880	2.6882	1.6	-	107.3
South Korea	12.0272	+0.0014	245 - 288	12.0438 12.0088	12.0272	0.1	-	105.8
Taiwan	48.9292	-0.0002	612 - 880	48.9100 48.9480	48.9292	1.2	-	107.3
S Africa (R)	6.5577	+0.0007	372 - 518	6.5410 6.5744	6.5577	1.0	-	107.3
South Korea	12.0272	+0.0014	245 - 288	12.0438 12.0088	12.0272	0.1	-	105.8
Thailand	38.5490	+0.0002	641 - 121	38.5511 38.5470	-	-	-	-

Source: Reuters, London. Figures are in US dollars unless otherwise stated. Forward rates are not directly quoted on the market but are implied by current interest rates. Sterling rates are quoted by the Bank of England. Base rate 7.5 per cent. US dollar rate 8.5 per cent. UK clearing bank base lending rate 6.5 per cent from February 2, 1995.

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## CROSS RATES AND DERIVATIVES

## EXCHANGE CROSS RATES

Feb 9	DF	DK	FF	DM	EC	FL	FR	GR	ES	IT	JP	SE	CH	Y	ECU
Belgium	100	18.14	16.88	4.880	2.000	6.144	5.448	21.28	50.14	28.73	4.112	2.044	44.87	3.178	31.41
Denmark	52.25	100	8.792	2.258	1.071	2.888	2.847	11.12	28.8	21.88	12.40	1.088	2.384	1.880	18.81
France	11.27	12.25	100	2.483	1.134	3.057	2.838	12.94	29.74	24.85	14.10	1.214	2.845	1.889	18.87
Germany	20.88	3.988	5.463	100	0.422	10.58	1.121	10.31	40.98	4.882	0.481	0.041	0.854	0.854	8.54
Ireland	63.478	8.337	8.209	2.871	1	2.508	2.658	10.38	24.45	20.41	11.28	2.008	2.188	1.550	15.52
Italy	1.944	0.372	0.387	0.084	0.040	1.010	0.108	0.414	6.742	5.33	0.240	0.028	0.052	0.052	0.52
Netherlands	12.25	1.25	1.25	0.268	0.125	3.057	2.838	12.94	29.74	24.85	14.10	1.214	2.845	1.889	18.87
Norway	100	8.999	7.910	2.284	0.983	2.418	2.581	10	28.55	19.8	11.15	1.383	0.981	2.000	1.884
Portugal	18.88	3.818	3.308	0.970	0.408	1.027	1.087	4.848	10.1	8.48	4.735	0.821	0.888	0.888	8.88
Spain	25.90	4.575	4.022	1.182	0.480	1.232	1.332	5.085	10.8	8.82	4.882	0.821	0.888	0.888	8.88
Sweden	42.14	8.088	8.088	2.258	1.071	2.888	2.847	11.12	28.8	21.88	12.40	1.088	2.384	1.880	18.81
Switzerland	24.82	4.555	4.022	1.182	0.480	1.232	1.332	5.085	10.8	8.82	4.882	0.821	0.888	0.888	8.88
UK	48.9292	8.337	8.209	2.871	1	2.508	2.658	10.38	24.45	20.41	11.28	2.008	2.188	1.550	15.52
USA	61.47	8.088	8.088	2.258	1.071	2.888	2.847	11.12	28.8	21.88	12.40	1.088	2.384	1.880	18.81
Japan	31.23	8.088	8.088	2.258	1.071	2.888	2.847	11.12	28.8	21.88	12.40	1.088	2.384	1.880	18.81
ECU	38.80	7.427	6.980	1.896	0.785	1.896	2.114	8.255	18.4	15.8	8.257	1.698	0.785	1.228	12.1

Source: Reuters, London. Figures are in US dollars unless otherwise stated. Forward rates are not directly quoted on the market but are implied by current interest rates. Sterling rates are quoted by the Bank of England. Base rate 7.5 per cent. US dollar rate 8.5 per cent. UK clearing bank base lending rate 6.5 per cent from February 2, 1995.



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Caldwell Inc.	36		88

Symbols relating to dividend data guide to yields and P/E ratios. Div on Monday

## INVESTMENT COMPANIES

Form	22	812	2
Form & Vite	128	117	2

Inverloch	287	-1	230	150	12.5	4.0
Jarvis Port	282	—	285	243	136.4	2.3

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Living Ints	25	25	25	25
Martin Int	25	25	25	25

Indicated dividend yield after  
dividend paid or recapitalization

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## LONDON STOCK EXCHANGE

## MARKET REPORT

## Footsie at new 1995 peak and jousts with 3,100

By Terry Byland,  
UK Stock Market Editor

European fund buying of UK equities took the FT-SE 100-share index to a new 1995 peak yesterday in a session which closed with the index jousting with the 3,100 mark. The demand from continental Europe was spread across the market and brought sharp rises in the FT-SE 250 and 350 indices, which take in a substantial list of smaller-capitalisation stocks.

Traders commented that the advance in London brushed aside a cautious performance in the New York markets where this week's \$40bn Federal funding operation

continued to overlay sentiment. Equity volume increased in the UK, with speculative activity strong among the regional electricity companies as the market awaited a decision from the UK authorities on the Trefalgar House bid for Northern Electric. The rise in the Footsie would have been greater but for falls among the food retailers.

Share prices opened nervously and stayed that way until the appearance of a buying programme signalled European interest and sent the Footsie ahead. The index quickly broke through the January high of 3,076.7 and touched 3,102.7 ahead of the Wall Street opening.

The pace proved somewhat too

hot to maintain and shares came well off the top for a while. However, London turned higher again as the Dow reversed an early fall to show a gain of 6 points in UK trading hours and the Footsie briefly cleared 3,100 for a second time.

The final reading of 3,099 gave the FT-SE 100 an advance of 26.5 on the day, against 30.2 at the peak of the session. But the breadth of interest in equities was more clearly reflected in gains of 25.6 in the FT-SE Mid 250 Index, at 3,440.7, and of 12.8 in the FT-SE A 350 Index, at 1,543.9.

Seal volume of 717.6m shares was well at the top end of recent daily averages and compared with only

528.7m in the previous session. Retail business in equities has been high this week, returning a total worth of £1.5bn for Wednesday's trading session.

There was little response to the UK trade figures for November. Market confidence that UK base rates may be nearing the high point of the present cycle remained solid. With the UK seen as the most likely market in Europe to benefit from an easing of interest rate fears, London stocks are seen as attractive compared to continental European markets.

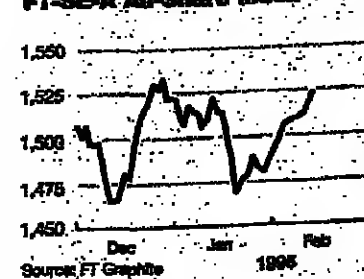
Domestic funds were also active in the market yesterday. Some financial stocks, which are thought

to have been left behind in the market recovery, came in for support. But BT's trading statement failed to inspire a market which had correctly estimated the profit figure as well as the board's references to redundancy costs.

There was demand for the retail stores, which have laid under a cloud since mid-January because of the market's cool response to the outcome of the Christmas selling season.

But brewery stocks, hit this week by the announcement that the Office of Fair Trading will look into wholesale beer prices, found little comfort at the annual meeting of Bass.

## FT-SE-A All-Share Index



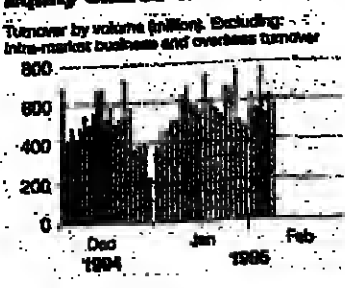
## Indices and ratios

FT-SE 100	3099.0	+25.6
FT-SE Mid 250	3440.7	+25.6
FT-SE A 350	1543.9	+12.8
FT-SE-A All-Share	1028.42	+11.77
FT-SE-A All-Share yield	4.03	(4.08)

## Best performing sectors

1 Insurance	+3.0
2 Water	+2.9
3 Diversified Inds	+1.6
4 Health Care	+1.4
5 Banks, Merchant	+1.2

## Equity Shares Traded



FT Ordinary Index	2388.2	+20.5
FT-SE Non Fin p/e	17.98	(17.74)
FT-SE 100 P/E	3112.0	+32.0
10 yr Gilt yield	8.58	(8.57)
Long gilts yield ratio	2.13	(2.12)

## Worst performing sectors

1 Retailers, Food	-1.9
2 Breweries	-0.2
3 Textiles & Apparel	-0.2
4 Distributors	-0.2
5 FT-SE Pledging ex ITs	-0.0

## Card hint at Tesco

Speculation that Tesco was about to launch a nationwide electronic "loyalty" store card triggered fears of increased competition among food retailers, sending shares in the sector sharply lower.

Tesco, similar to several of its rivals, has been carrying out card tests in some selected stores, and market talk suggested that the group could launch a nationwide card as early as next week. A company spokesman would only say that a new card is being tried out at some of the group's stores.

Shortly before the market close J. Sainsbury confirmed that it was launching a trial "loyalty" card next month in selected branches.

Shares in Tesco gave up 5% at 244p in hefty trade of 7.1m, while Sainsbury fell 8 to 427p. Argyll Group, also believed to be carrying out "loyalty" card tests, retreated 9 to 269p.

One analyst said: "There is no smoke without fire. All I can say is the first group to launch a nationwide card will gain a big sales advantage."

Analysts said food retailers trailing in card technology were likely to be left behind. Asda was said to be in camp food retail chains in this camp. The stock eased a penny to 317p with 31m shares dealt, making it the day's most actively traded issue.

Composite insurance stocks

took four out of the top five places in the FT-SE 100's performance table as some of the market's leading firms reappraised the sector's underperformance against the market in recent months.

The composites' preliminary reporting season gets under way in two weeks time when Guardian Royal Exchange reports. There were at least two big institutional buyers of the sector who adopted a long term positive view of the dividend potential, particularly in Commercial Union and Sun Alliance, as well as the recent boost to net asset values from a rising stock market.

Sun Alliance was the FT-SE 100's best performer, the shares moving forward 14 or 4.6 per cent to 316p, followed by Commercial Union, which climbed 16 to 519p. Royal Insurance, up 8 at 296p, and GRE, 5 ahead at 191p.

BZW was the driving force in the life sector, recommending a switch out of Prudential, a penny off at 304p, and into Legal & General, which gained 10 at 455p. BZW, along with Robert Fleming Securities, was also responsible for moving London and Manchester up 6 to 326p.

A recent large selling order in Willis Corroon was said to have been completed and the shares moved up 3 to 143p; turnover reached a hefty 8.3m.

Trading was active in Babcock International, where turnover reached 23m shares as a big two-way pull built up in the wake of the group's second Chinese power plant order this year.

Babcock has had a mixed press since it passed the interim dividend in November.

But the recent Chinese contracts suggest that hopes for a significant profits recovery among some securities houses are not entirely misplaced. The shares closed a shade better at 28p, against a recent 1994-95 low of 26p.

Bank of Scotland was a lone casualty in the high street banks, the shares slipping 3 to 204p on turnover of 3.4m in the wake of a NatWest Securities downgrade.

BBSO outpaced the rest of the banks, closing 12 1/2 firms at 67 1/2p, helped by another strong showing by Far Eastern markets. The recent BZW buy note continued to sustain Barclays, 4 higher at 603p.

Schroders was the pick of the merchant banks, rising 22 to 1545p on renewed talk of imminent moves in the financial sector. S.G. Warburg put on 15 at 751p as dealers continued to view the stock as one of the bid favourites for 1995.

## FINANCIAL TIMES EQUITY INDICES

	Feb 9	Feb 6	Feb 7	Feb 8	Feb 9	1 yr ago	High	Low
Ordinary Share	2388.2	2337.7	2333.0	2220.3	2319.8	2019.4	2713.8	2238.3
Ord. div. yield	4.48	4.50	4.51	4.52	4.51	3.51	4.88	3.43
Est. yd. % M	8.82	8.88	8.85	8.84	8.83	8.34	8.84	8.32
P/E ratio net	17.98	17.82	17.85	17.86	17.80	33.09	33.43	16.91
P/E ratio inc	17.10	16.86	16.98	16.93	16.97	30.52	30.80	16.37

FT Ordinary Share Index base date 1975=100

Ordinary Shares hourly changes

	Open	9.00	10.00	11.00	12.00	13.00	14.00	15.00	16.00	High	Low
2388.0	2338.0	2340.0	2353.2	2356.4	2356.5	2356.9	2356.4	2356.5	2356.1	2357.7	2332.7

SEAG bargains

	Feb 9	Feb 6	Feb 7	Feb 8	Feb 9	1 yr ago	High	Low
Equity turnover (m)	24,582	19,972	23,992	23,169	21,216	40,195		
Equity turnover (m)	13,518	18,531	13,508	22,788	19,741			
Equity turnover (m)	27,738	31,853	32,098	31,176	45,851			
Shares traded (m)	57,444	62,835	68,615	77,932	82,623			

FT Ordinary Share Index base date 1975=100

London market data

	1994/95 High and low	1994/95 High and low	1994/95 High and low	1994/95 High and low
Shares and bonds	721	1,018	77	23
Total flows	498	1,018	77	23
Same	1,818	1,018	77	23

Feb 9 Data based on Equity Shares listed on the London Stock Exchange

was already extracting maximum value from the company. Chemicals group BTR fell 12 to 269p as it surprised the market with a \$51.5m rights issue. The one-for-five cash call priced at 25p per share was aimed at clearing the balance sheet of debt ahead of more acquisitions.

A disappointed Mr Charles Lambert of Smith New Court said: "It won't help the share price at all."

On the whole, chemicals stocks performed well, with the leaders ICI and Courtauld gaining 6 to 753p and 4 to 433p. However BOC underperformed with a rise of only 2 to 720p as the first-quarter figures of \$88.4m came in below expectations of around \$93m.

Carlton Communications rose 7 to 893p as NatWest Securities recommended the stock as part of a general review of the sector.

On the sell side NatWest featured Scottish Television, which was restrained at 437p. BT shares could only manage a meagre 1 1/2 gain at 387 1/2p as the market paid little attention to the third-quarter figures, which were broadly in line with forecasts, and preferred to worry about the latest outpourings from Ofcom.

Turnover reached 34m shares. Diversified industrials were again heavily traded, with BTR running up turnover of 14m and Hanson not far behind at 13m ahead of next Tuesday's first-quarter results. An upbeat set of numbers is widely expected - the range among brokers looks to be £230m to £265m pre-tax - and some houses were talking tentatively of Hanson edging up the dividend.

This possibly explained the heavy options volume in Hanson yesterday, which was equal to almost an extra 5m of cash market turnover. The shares were 5 1/2 higher at 245p. BTR rose to 321p.

Lev Service stood out on a good day for equities generally, tumbling 6 to 283p following a

£14.5m clear-out in car retailing, where operating margins have been under strain for some time. The restructuring charge represents some 55 per cent of expected 1994 profits but will be offset by disposals. NatWest Securities thought the move reflected strong management and said Lev's well covered 6 per cent yield could soon find takers.

A broker's recommendation boosted property group MEPCO, which added 10 to 290p.

The strong market trend helped Bass recover from an earlier slide that followed news of a 1.3 per cent drop in beer volumes in the first 16 weeks of the year. The shares closed unchanged at 518p.

Among retailers, both Boots and Sainsbury gained ground on the back of brokers' recommendations. The former put on 6 to 484p, while the latter firmed 2 1/2 to 104 1/2p. Talk of pressure on margins continued to hurt MFI Furniture. The shares lost another 3 to 115p.

## LONDON RECENT ISSUES: EQUITIES

Issue	Amount	Price	Yield	Div.	Net	Div.	Net	Div.	Net
BT	£1.5bn	269p	4.5%	10p	269p	4.5%	10p	269p	4.5%
BTR	£51.5m	269p	4.5%	10p	269p	4.5%	10p	269p	4.5%
ICI	£1.5bn	753p	4.5%	10p	753p	4.5%	10p	753p	4.5%
Courtauld	£1.5bn	433p	4.5%	10p	433p	4.5%	10p	433p	4.5%
BOC	£1.5bn	720p	4.5%	10p	720p	4.5%	10p	720p	4.5%
Carlton	£1.5bn	893p	4.5%	10p	893p	4.5%	10p	893p	4.5%
NatWest	£1.5bn	387 1/2p	4.5%	10p	387 1/2p	4.5%	10p	387 1/2p	4.5%
Scottish TV	£1.5bn	437p	4.5%	10p	437p	4.5%	10p	437p	4.5%
BT	£1.5bn	387 1/2p	4.5%	10p	387 1/2p	4.5%	10p	387 1/2p	4.5%
BTR	£51.5m	269p	4.5%	10p	269p	4.5%	10p	269p	4.5%
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Scottish TV	£1.5bn	437p	4.5%	10p	437p	4.5%	10p	437p	4.5%</



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IN TOKYO - BEST ACTIVE STOCKS: Thursday, February 8, 1995

	Stocks Traded	Closing Price	Change on day		Stocks Traded	Closing Price	Change on day
Panicle Ocean	18.6m	838	+10	Sunshine Coast	4.5m	690	-40
Pacific Coast	11.1m	1,230	+10	Acid Corp	3.1m	873	-40
Sofel Ocean	8.0m	808	-2	Kohlin & Exp	4.1m	575	-5
Togo Coast	4.0m	683	-10	Nelson Steel	3.0m	348	-3
Ashtrage Bank	4.5m	674	-16	Michilishu Bank	3.3m	770	-



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4 pm close February 9 NYSE COMPOSITE PRICES

Stock	Dr.	St.	100%	High	Low	Close	Chg.
3M	2.80	2.75	2.85	2.85	2.75	2.80	+0.05
42	1.00	0.95	1.05	1.05	0.95	1.00	+0.05
50	1.00	0.95	1.05	1.05	0.95	1.00	+0.05
52	1.00	0.95	1.05	1.05	0.95	1.00	+0.05
54	1.00	0.95	1.05	1.05	0.95	1.00	+0.05
56	1.00	0.95	1.05	1.05	0.95	1.00	+0.05
58	1.00	0.95	1.05	1.05	0.95	1.00	+0.05
60	1.00	0.95	1.05	1.05	0.95	1.00	+0.05
62	1.00	0.95	1.05	1.05	0.95	1.00	+0.05
64	1.00	0.95	1.05	1.05	0.95	1.00	+0.05
66	1.00	0.95	1.05	1.05	0.95	1.00	+0.05
68	1.00	0.95	1.05	1.05	0.95	1.00	+0.05
70	1.00	0.95	1.05	1.05	0.95	1.00	+0.05
72	1.00	0.95	1.05	1.05	0.95	1.00	+0.05
74	1.00	0.95	1.05	1.05	0.95	1.00	+0.05
76	1.00	0.95	1.05	1.05	0.95	1.00	+0.05
78	1.00	0.95	1.05	1.05	0.95	1.00	+0.05
80	1.00	0.95	1.05	1.05	0.95	1.00	+0.05
82	1.00	0.95	1.05	1.05	0.95	1.00	+0.05
84	1.00	0.95	1.05	1.05	0.95	1.00	+0.05
86	1.00	0.95	1.05	1.05	0.95	1.00	+0.05
88	1.00	0.95	1.05	1.05	0.95	1.00	+0.05
90	1.00	0.95	1.05	1.05	0.95	1.00	+0.05
92	1.00	0.95	1.05	1.05	0.95	1.00	+0.05
94	1.00	0.95	1.05	1.05	0.95	1.00	+0.05
96	1.00	0.95	1.05	1.05	0.95	1.00	+0.05
98	1.00	0.95	1.05	1.05	0.95	1.00	+0.05
100	1.00	0.95	1.05	1.05	0.95	1.00	+0.05

NASDAQ NATIONAL MARKET

Stock	Dr.	St.	100%	High	Low	Close	Chg.
3M	2.80	2.75	2.85	2.85	2.75	2.80	+0.05
42	1.00	0.95	1.05	1.05	0.95	1.00	+0.05
50	1.00	0.95	1.05	1.05	0.95	1.00	+0.05
52	1.00	0.95	1.05	1.05	0.95	1.00	+0.05
54	1.00	0.95	1.05	1.05	0.95	1.00	+0.05
56	1.00	0.95	1.05	1.05	0.95	1.00	+0.05
58	1.00	0.95	1.05	1.05	0.95	1.00	+0.05
60	1.00	0.95	1.05	1.05	0.95	1.00	+0.05
62	1.00	0.95	1.05	1.05	0.95	1.00	+0.05
64	1.00	0.95	1.05	1.05	0.95	1.00	+0.05
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96	1.00	0.95	1.05	1.05	0.95	1.00	+0.05
98	1.00	0.95	1.05	1.05	0.95	1.00	+0.05
100	1.00	0.95	1.05	1.05	0.95	1.00	+0.05

AMEX COMPOSITE PRICES

Stock	Dr.	St.	100%	High	Low	Close	Chg.
3M	2.80	2.75	2.85	2.85	2.75	2.80	+0.05
42	1.00	0.95	1.05	1.05	0.95	1.00	+0.05
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100	1.00	0.95	1.05	1.05	0.95	1.00	+0.05

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## AMERICA

## Technology sector lifts Nasdaq index

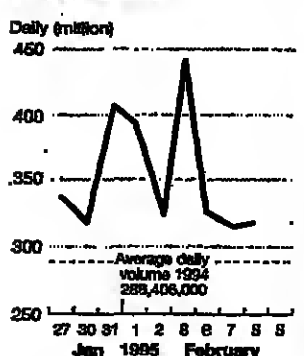
## Wall Street

US shares were mixed yesterday morning as the market entered a third day of uncertain trading in advance of more economic news today, writes Lisa Branstetter in New York.

At 1pm the Dow Jones Industrial Average was up 8.08 at 3,943.45. The more broadly based Standard & Poor's 500 index, which hit a record intraday high on Wednesday, lost 0.28 at 460.90, and the American Stock Exchange composite put on 0.07 at 446.01. The Nasdaq composite rose 3.31 to 767.06. Trading volume on the New York Stock Exchange came to 188m shares.

Both the Dow and the S & P

## NYSE volume



500 have hovered near their record highs since the beginning of the week. By Monday's close the Dow had gained 106 points in five trading days, on Tuesday and Wednesday blue chips fell slightly but remained within 3 points of Monday's close. On Wednesday the S & P flirted with its record high of 462.00, but closed at 461.19.

Analysts attributed recent sluggishness on the market to profit taking. Also some worry that the bullish turn taken last Friday after the release of higher-than-expected unemployment figures may have been premature. Concerns that inflationary pressures remain and could spark another interest rate increase by the Federal Reserve were heightened by data showing that fewer people than expected had filed first time claims for unemployment

## benefits last week.

Although initial unemployment claims are not considered extremely important figures, the strong figures were looked at warily as investors awaited more important data on producer prices to be released today.

Rising technology shares helped boost the Nasdaq more than other indices. The Pacific Stock Exchange Technology Index gained 1 per cent in morning trading. Intel gained 1% at \$79. Apple Computer rose \$4 at \$43 and Microsoft up \$4 at \$61.

The Nasdaq, up 0.4 per cent, was somewhat restrained by falling prices in several biotechnology companies. Amgen, which jumped 5% Wednesday on rumours that it might be bought by Bristol Myers Squibb, fell back \$4 to \$66 yesterday after the pharmaceutical company quashed the rumours.

Market reaction was mixed for two biotech companies which rose with Amgen on Wednesday. Genzyme lost 5% to \$39.9 after rising 1% on Wednesday, while Biogen was unchanged at \$39.

Black & Decker climbed 1% to \$25.5 after it posted better than expected fourth quarter results. The tool company reported net income of 68 cents per share, while analysts had only expected 61 cents.

Aluminum Company of America, up 1% at \$30.4, snapped back from several days of losses as cyclical issues in general reversed recent declines.

## Canada

Toronto registered gains in active midday trading, supported by strength in precious metals, banking and mining stocks. The TSX 300 composite index rose 8.23 to 4,112.38 in volume of 37m shares valued at C\$481m.

Advances outpaced declines by 285 to 253 with 294 unchanged. Comex gold prices pared earlier gains, but remained higher at noon, and gold and silver led gains in eight of the market's 14 sub-indices with a rise of 78.43 to \$860.94. Barrick Gold was 2% higher at C\$29.7.

## Telebras upsets Brazil

SAO PAULO dropped an early 5.5 per cent as a sharp fall in Telebras, the telecommunications group, triggered a sell-off in other blue chips.

The Bovespa index was down 1,550 at 33,613 in turnover of R\$76m (\$91.2m).

Telebras, whose preferred shares had lost 6.5 per cent to R\$27.50 by midday, was affected by reports that the government's charter reform proposals did not include the company's privatisation. Analysts also noted that a Merrill Lynch downgrade of

Telebras weighed on overall sentiment. Petrobras preferred fell 5.6 per cent to R\$84.50.

BUENOS AIRES tumbled 4 per cent in the first hour of trade, affected by Brazil's fall and further worries about difficulties in the local banking system. The Merval index was 19.47 lower at 398.24.

MEXICO was easier in late morning trading in a market dominated by local investors. The IPC index weakened 10.17 to 1,550.64. Volume was light at 11.5m shares valued at \$6.5m pesos.

## S' African golds soar 7.4%

Johannesburg gold shares soared 7.4 per cent as the gold bullion price firmed and local, small buyers returned to what was seen as an oversold market.

The golds index rose 113.7 to 1,654.4, lifting the overall index 64.8 to 5,252.3. Industrials added 33.8 at 6,411.0.

Modest gains in industrials after their recent volatility were the result of expectations of strong corporate results due shortly. However, the continued strength of the financial and deferred foreign interest, while fears on the outlook for interest rates made for some caution among local investors.

## EUROPE

## Frankfurt breaks through 2,100 resistance level

Bourses gained their impetus yesterday from derivatives markets in Germany, France, the UK, Switzerland and Sweden, writes Our Markets Staff, and it was remarkable, but logical, that weakness in US treasuries late in the European afternoon helped to take Continental equities off their highs.

It was an extraordinary day, said Mr John Blackley at James Capel in London. A number of market traders had been running quite large short positions on the view that bourses had a run last Friday and Monday and that a number of them were at or near resistance levels.

FRANKFURT broke through its resistance level, the 2,100 mark. The Dax index rose 26.07 to 2,112.69 on the session, and peaked after hours at 2,138.56 as the March bond future went through \$1 at \$61.

The key index closed 30.02 or 1.4 per cent higher at this indicated 2,117.80 after debt markets subsided a little.

This, the computer based trading system which, with 243 participants, hosts both pre and post-bourse business, had a market share of almost 40 per cent of trade in the top 30 Dax stocks in January, the bourse said. This was up from 34.2 per cent on average in 1994.

German stock market turnover rocketed from DM5.5bn to DM9.5bn, and there was talk of foreign and German institutional buying. BMW, Degussa and Thyssen all scored rises of more than 2 per cent, and BASF, Schering and Volkswagen came close.

Almost doubled profits from Viag left the utility based conglomerate up DM5.90 at DM508.40. The steelmaker Thyssen climbed DM7.50 to DM305.50 after an upbeat session with analysts on Wednesday, and apparent majority agreement on the banks' restructuring agreement left KHD, the engineer, up DM5.40 or 9.2 per cent at DM64.40.

PARIS, down 1 per cent on Wednesday, returned to health with a gain in the CAC-40 index of 23.53 or 1.3 per cent at 1,874.44.

Turnover was heavy at FF4.5bn, with foreign institutions active.

There was high volume in stocks which either entered or left the index yesterday, with the entrants all suffering from profit-taking, having been well supported in the sessions leading up to the changeover. Eurotunnel declined 50 cents, from 2 per cent to FF25.50, Renault retreated 70 centimes to FF182.30 and PPR receded

## FT-SE Actuaries Share Indices

Feb 9	Open	10.30	11.00	12.00	13.00	14.00	15.00	Close
FT-SE Actuaries 100	1335.15	1338.82	1340.37	1342.69	1345.64	1348.26	1348.26	1347.04
FT-SE Actuaries 200	1304.00	1297.70	1298.82	1300.04	1291.89	1294.06	1294.06	1293.33

Feb 8 Feb 7 Feb 6 Feb 5 Feb 4

FT-SE Actuaries 100 1334.40 1340.47 1338.26 1334.26 1312.83  
FT-SE Actuaries 200 1298.29 1297.72 1295.17 1293.84 1276.16  
Data 1200 20/10/94; High/Low: 100 - 1348.97, 200 - 1408.32; London: 100 - 1295.15, 200 - 1294.06; 1 Point

FFr10 to FFr1,020.

In contrast, those that left the CAC 40 traded higher: Euro Disney added 55 centimes or 5 per cent at FFr11.55, Casino FFr4.50 at FFr138.50 and CGIP FFr7 at FFr1,072.

Credit Lyonnais CIs made FFr21 or 6.5 per cent to FFr345 as further unconfirmed details emerged about the government's rescue package for the troubled bank.

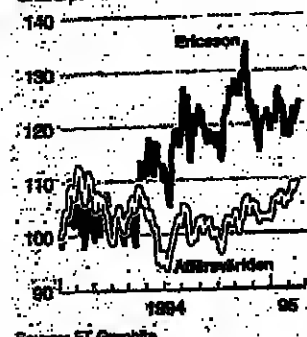
ZURICH was supported by firmer bonds and moderate demand from foreign institutions, taking the SMI index 19.5 higher to 2,636.9.

Financials helped the market up from a weak opening on expectations that interest rates would continue to ease.

SBC firmed SFr5 to SFr384 and UBS bearers picked up from an early SFr1,026 to finish flat at SFr1,057 as investors overcame worries about a preliminary court ruling on its

## Ericsen

Share price and index rebound



Source: FT CompuLink

ted to rise by 13 per cent in 1995 after an 11 per cent increase in 1994.

Royal Dutch, helped by positive options on the stock by UK houses, was among the session's best performers, rising F1.00 to F118.10.

MILAN erased early gains to finish marginally higher in a day dominated by technical trading ahead of today's expiry of options for the February account. The Comit index was 0.43 higher at 679.45, while the Mibtel index picked up from a low of 10,780 to finish 59 higher at 10,911.

Banks returned to the spotlight, with Ambroveneto's L159

or 3.1 per cent advance to L5,258 attributed to persistent rumours of a realignment of the bank's shareholder syndicate.

Recently underperforming insurers also continued to attract demand on expectations that they would benefit from planned government reform of the pensions system. Allianz moved ahead L248 to L17,973, RAS rose L170 to L18,273 and Generali was L136 higher at L40,017.

STOCKHOLM took the prize for specific features as a rise in Swedish interest rates was overshadowed by strong results, and a four-for-one stock split proposal from Ericsson.

The Affarsvärlden General index jumped 20.30 or 1.3 per cent to 1,558.50 in heavy turnover of SKr3.525m, with Ericsson "B" SKr15.50 higher at SKr147.50 in SKr910m trade.

Volvo "B" advanced SKr4 to SKr146.50 in SKr733m on the expected disposal of its consumer products unit BCP.

MADRID rebounded after two days of profit-taking, the general index finishing 1.51 better at 289.11.

Written and edited by William Cochrane, John Pitt and Michael Morgan

## ASIA PACIFIC

## Shanghai B index tracks Hong Kong to 5.7% gain

## Tokyo

Corporate selling ahead of the March year-end depressed share prices, and the Nikkei index lost ground for the third consecutive day, writes Emilio Terazono in Tokyo.

The 225 average fell 190.70 or 1 per cent to finish at the day's low of 18,099.55. It hit a high of 18,339.67 just before the morning close on buying of construction issues, but saw its gain eroded later on profit-taking by overseas investors.

Volume came to 344m shares, against 327.4m. Corporate cross-trading, or the selling and buying of shares in order to realise profits ahead of the book closing period, lifted total activity.

The Topix index of all first section stocks retreated 11.40 to 1,412.71, while the Nikkei 300 dipped 2.56 to 258.55. Declines outnumbered advances by 588 to 376, with 184 issues unchanged. But in London the ISE/Nikkei 50 index ended 2.38 firmer at 1,153.54.

Traders said the rise in the yen had fuelled selling by overseas fund managers. Foreign exchange dealers, who had sold the yen following last month's earthquake in Kobe, were adjusting positions, buying back the Japanese currency. Foreigners sold construction issues which had gained sharply over the past three weeks and, in addition, liquidated holdings in high-technology and trading company stocks.

Penta-Ocean Construction, the day's most active issue, weakened Y45 to Y399, while Fudo Construction declined Y10 to Y120.

Brokers were the heaviest losers, due to reports of net losses for the current year to March. Daiwa Securities fell Y40 to Y1,120.

Retailers were among the few bright spots of the day: in department stores, Isetan rose Y20 to Y1,420 and Tokyū Department Store Y20 to Y620; Seiyū, the supermarket chain, added Y20 to Y1,180.

In Osaka, the OSE average shed 115.30 to 19,976.37 in volume of 104.9m shares. High-

technology stocks continued to lose ground, with Rohm down Y40 to Y3,850 and Shima Seiki 140 lower at Y6,050.

## Roundup

The region went its own way, generally higher.

HONG KONG resumed its advance in a late afternoon buying surge inspired by the futures market. The Hang Seng index closed 120.05 or 1.5 per cent higher at 8,054.88 after reaching 8,084.47.

Financial shares were the day's main beneficiaries, with HSBC adding HK\$1 at HK\$80. Cheung Kong climbed 60 cents or almost 2 per cent to HK\$81.10 on fund buying after Morgan Stanley increased the issue size of its covered warrants on the stock.

Mainland Chinese companies listed in Hong Kong outperformed the market for a third consecutive day. The H-share index moved ahead 16.48 or 1.6 per cent to 1,024.96.

SHANGHAI'S B shares jumped 5.7 per cent in very active volume of 25m shares as they sought to catch up with the performance of domestic shares of Hong Kong since the start of the week. The index of US dollar-denominated stocks available to foreigners rose 2.98 to 54.85.

The index had fallen sharply in the previous three days in reaction to the Sino-US trade dispute over intellectual property piracy in spite of the gains in Hong Kong.

Shanghai's domestic A-share index put on 19.44 or 3.6 per cent at 569.70 in thin turnover. KARACHI added 2 per cent to Wednesday's 1.8 per cent rise, mainly on domestic buying, although there was evidence of limited foreign support. The KSE-100 index rose 37.27 to 1,911.26 as volume improved to 16.8m shares.

Mr Muddassar Malik of BMA Capital Management in Karachi said the initial catalyst for the market's improvement had been the government's announcement earlier in the week of a three-year exemption to the exemption from capital gains tax on share transactions. This had triggered short-

covering, and selective buying of blue chips which had been sharply marked down last month. For instance, ICI Pakistan, up Rp7 to Rp228 yesterday, had gained some 25 per cent over the last 10 days.

KUALA LUMPUR resumed its advance as retail investors returned amid renewed optimism over the market's short term prospects. The composite index closed 6.28 up at 971.03, although the rise was capped by a 20-cent fall to M\$10.10 in Tenaga Nasional.

Speculative and gaming stocks were the day's main attraction. Olympia rose 21 cents to M\$2.60. Multi-Purpose Holdings added a further 28 cents to M\$4.2 amid rumours of a renewed takeover bid.

SEOUL remained upbeat throughout the day in spite of

fairly extensive profit-taking: the composite index was ahead 5.77 at 964.12, after 963.21.

Poco, the steelmaker, hit its upper limit for the second straight session, advancing Wm2,000 to Wm61,800, in the belief that the stock was undervalued.

SINGAPORE ended lower in a continuation of the consolidation phase after the market's recent strong advance, although dealing in Malaysian shares traded over the counter remained buoyant. The Straits Times Industrial index lost 6.61 at 2,095.01 after an intraday climb of 2,096.95, while the UOB OTC index, tracking Malaysian stocks, rose 22.57 or 2.1 per cent to 1,113.01.

DES Land shed 10 cents to S\$3.50, although news that the company's Pebble Bay project

was being launched at an average of around S\$750 per square foot was viewed positively by some property analysts.

BOMBAY reversed an early mild fall to close marginally higher on covering by several brokers who had short-sold shares in the past two weeks. The BSE-30 index gained 7.30 points at 3,555.57, although the mood remained cautious as elections began in Maharashtra.

TAIPEI gained ground in spite of a late burst of profit-taking in the textile and paper sectors. The weighted index climbed 16.88 to 6,543.42 in turnover of T\$62.06m, against Wednesday's T\$48.62m.

The cement sector outperformed the market at the close as price increases were announced. Chien Tai Cement appreciated T\$1 to T\$31.20,

SYDNEY recovered some ground on bargain hunting after recent sharp declines. The All Ordinaries index put on 10.3 at 1,833.6. Volume was 191m shares worth A\$656m.

A firmer gold price also prompted some buying interest, but lower commodity prices kept mining stocks under pressure.

Among the actives, BHP rose 16 cents to A\$17.98 and News Corp 13 cents to A\$5.54.

MANILA moved up slightly on buying of selected blue chips. The composite index put on 6.30 at 2,553.30.

WELLINGTON reversed a firm morning trend to close slightly down, after selling occurred in Telecom, off 4 cents at NZ\$5.36. The NZSE-40 Capital index lost 4.57 at 1,968.58 in turnover of NZ\$50m.

## FT-ACTUARIES WORLD INDICES

Jointly compiled by The Financial Times Ltd., Goldman, Sachs & Co. and NatWest Securities Ltd. in conjunction with the Institute of Actuaries and the Faculty of Actuaries

REGIONAL AND NATIONAL MARKETS										DOLLAR INDEX															
Figures in parentheses show number of lines of stock										Percent															
US Dollar Index		Day's Change	Point	YTD Index	DM Index	Local Currency	Local % chg on day	Gross Div. Yield	US Dollar Index	Day's Change	Point	YTD Index	DM Index	Local Currency	Local % chg on day	Gross Div. Yield	US Dollar Index	Day's Change	Point	YTD Index	DM Index	Local Currency	Local % chg on day	Gross Div. Yield	
WEDNESDAY FEBRUARY 6 1986		TUESDAY FEBRUARY 5 1986		MONDAY FEBRUARY 4 1986		SUNDAY FEBRUARY 3 1986		SATURDAY FEBRUARY 2 1986		FRIDAY FEBRUARY 1 1986		THURSDAY JANUARY 31 1986		WEDNESDAY JANUARY 30 1986		TUESDAY JANUARY 29 1986		MONDAY JANUARY 28 1986		SUNDAY JANUARY 27 1986		SATURDAY JANUARY 26 1986		FRIDAY JANUARY 25 1986	
Australia (100)		157.95	-1.4	159.81	106.87	125.74	141.08	-1.3	4.09	160.27	152.58	100.87	127.95	142.93	167.28	167.85	167.28	160.27	152.58	100.87	127.95	142.93	167.28	167.85	167.28
Austria (100)		167.48	-0.5	169.90	104.62	132.32	138.36	-0.7	1.22	169.28	165.18	105.55	134.26	134.26	168.26	167.46	167.28	169.28	165.18	105.55	134.26	134.26	168.26	167.46	167.28
Belgium (100)		168.96	-0.3	169.82	108.72	132.85	128.72	-0.5	4.25	167.98	165.24	105.13	136.61	136.61	177.04	161.93	168.05	167.98	165.24	105.13	136.61	136.61	177.04	161.93	168.05
Brussels (100)		157.41	-1.2	151.20	85.94	109.39	211.19	-1.4	1.22	150.24	152.55	87.46	111.19	214.27	150.24	152.55	87.46	111.19	214.27	150.24	152.55	87.46	111.19	214.27	
Canada (100)		126.94	0.0	121.20	79.30	101.05	126.36	0.1	2.72	126.97	126.67	79.76	101.30	126.29	141.01	126.64	137.48	126.97	126.67	79.76	101.30	126.29	141.01	126.64	137.48
Denmark (100)		255.45	0.2	243.90	156.57	203.35	209.31	-0.1	1.42	254.87	242.68	160.08	208.46	208.46	276.27	236.61	255.29	254.87	242.68	160.08	208.46	208.46	276.27	236.61	255.29
Finland (100)		188.24	-1.0	177.82	116.34	148.26	184.63	-0.3	0.75	185.14	178.10	116.17	152.15	186.36	201.41	153.98	150.82	185.14	178.10	116.17	152.15	186.36	201.41	153.98	150.82
France (100)		162.89	-0.5	155.46	101.73	129.82	158.28	-0.8	3.19	153.91	155.75	102.77	136.61	136.61	181.44	157.79	178.54	153.91	155.75	102.77	136.61	136.61	181.44	157.79	178.54
Germany (100)		142.37	0.1	135.93	85.93	113.33	113.33	-0.2	1.84	142.25	135.42	85.35	113.56	113.56	150.40	128.94	128.90	142.25	135.42	85.35	113.56	113.56	150.40	128.94	128.90
Hong Kong (100)		319.71	-0.8	303.26	198.72	254.51	317.34	-0.8	3.89	322.37	306.88	202.49	297.35	318.38	464.98	277.40	462.16	322.37	306.88	202.49	297.35	318.38	464.98	277.40	462.16
Ireland (100)		211.21	0.1	201.65	151.84	168.14	162.78	0.1	3.21	211.67	205.65	152.57	185.60	185.60	216.19	177.55	185.63	211.67	205.65	152.57	185.60	185.60	216.19	177.55	185.63
Italy (100)		81.42	-0.2	77.74	50.88	84.81	95.20	-0.3	1.58	81.26	77.54	51.23	85.11	95.49	87.78	67.25	75.42	81.26	77.54	51.23	85.11	95.49	87.78	67.25	75.42
Japan (100)		144.36	-1.0	147.93	80.18	114.92	90.18	-1.8	0.84	145.84	138.83	91.00	116.62	91.00	170.10	138.45	145.75	145.84	138.83	91.00	116.62	91.00	170.10	138.45	145.75
Malaysia (100)		217.57	0.2	209.87	294.40	375.18	402.02	0.6	1.08	218.02	208.51	295.51	377.24	377.24	464.78	386.16	402.02	218.02	208.51	295.51	377.24	377.24	464.78	386.16	402.02
Netherlands (100)		181.27	-0.3	180.95	98.59	125.14	130.54	-0.3	1.58	180.82	178.54	98.59	125.14	125.14	150.24	98.59	181.27	180.82	178.54	98.59	125.14	125.14	150.24	98.59	181.27
New Zealand (100)		71.27	-0.2	69.85	46.18	57.55	90.91	-0.1	4.61	72.46	68.98	45.45	57.77	60.95	77.25	62.05	75.20	71.27	68.98	45.45	57.77	60.95	77.25	62.05	75.20
Norway (100)		292.59	-0.3	289.30	132.96	165.93	193.57	-1.1	1.70	293.86	286.16	134.70	164.77	164.77	216.03	182.83	200.06	292.59	286.16	134.70	164.77	164.77	216.03	182.83	200.06
Portugal (100)		151.43	-0.3	151.43	21.03	31.81	31.81	-0.1	1.25	151.43	151.43	21.03	31.81	31.81	31.81	31.81	31.81	151.43	151.43	21.03	31.81	31.81	31.81	31.81	31.81
Spain (100)		301.17	-0.1	297.55	124.14	236.75	260.57	-0.7	2.56	301.49	297.01	124.14	236.75	260.57	342.00	260.57	297.01	301.49	297.01	124.14	236.75	260.57	342.00	260.57	297.01
Sweden (100)		133.29	0.0	127.23	83.28	108.11	132.98	-0.5	4.27	133.27	128.57	83.71	108.38	133.24	150.10	128.57	133.27	128.57	83.71	108.38	133.24	150.10	128.57	133.27	128.57
Switzerland (100)		240.86	-0.6	230.00	150.49	191.77	205.98	-0.7	1.73	242.45	236.75	150.49	191.77	205.98	242.45	236.75	240.86	242.45	236.75	150.49	191.77	205.98	242.45	236.75	240.86
Taiwan (100)		153.77	-1.7	153.77	165.34	95.74	122.01	140.07	-1.7	1.58	153.77	165.34	95.74	122.01	140.07	153.77	165.34	153.77	165.34	95.74	122.01	140.07	153.77	165.34	153.77
Thailand (100)		198.35	-0.3	184.61	120.76	153.92	184.61	0.0	4.20	193.10	184.61	120.76	153.92	184.61	207.18	181.11	207.18	193.10	184.61	120.76	153.92	184.61	207.18	181.11	207.18
USA (100)		197.31	0.1	188.39	123.25	157.07	197.31	0.1	2.84	197.31	184.61	123.25	157.07	197.31	197.31	188.39	197.31	197.31	184.61	123.25	157.07	197.31	197.31	188.39	197.31
USA (100)		197.31	0.1	188.39	123.25	157.07	197.31	0.1	2.84	197.31	184.61	123.25	157.07	197.31	197.31	188.39	197.31	197.31	184.61	123.25	157.07	197.31	197.31	188.39	197.31
USA (100)		197.31	0.1	188.39	123.25	157.07	197.31	0.1	2.84	197.31	184.61	123.25	157.07	197.31	197.31	188.39	197.31	197.31	184.61	123.25	157.07	197.31	197.31	188.39	197.31
USA (100)		197.31	0.1	188.39	123.25	157.07	197.31	0.1	2.84	197.31	184.61	123.25	157.07	197.31	197.31	188.39	197.31	197.31	184.61	123.25	157.07	197.31	197.31	188.39	197.31
USA (100)		197.31	0.1	188.39	123.25	157.07	197.31	0.1	2.84	197.31	184.61	123.25	157.07	197.31	197.31	188.39	197.31	197.31	184.61	123.25	157.07	197.31	197.31	188.39	197.31
USA (100)		197.31	0.1	188.39	123.25	157.07	197.31	0.1	2.84	197.31	184.61	123.25	157.07	197.31	197.31	188.39	197.31	197.31	184.61	123.25	157.07	197.31	197.31	188.39	197.31
USA (100)		197.31	0.1	188.39	123.25	157.07	197.31	0.1	2.84	197.31	184.61	123.25	157.07	197.31	197.31	188.39	197.31	197.31	184.61	123.25	157.07	197.31	197.31	188.39	197.31
USA (100)		197.31	0.1	188.39	123.25	157.07	197.31	0.1	2.84	197.31	184.61	123.25	157.07	197.31	197.31	188.39	197.31	197.31	184.61	123.25	157.07	197.31	197.31	188.39	197.31
USA (100)		197.31	0.1	188.39	123.25	157.07	197.31	0.1	2.84	197.31	184.61	123.25	157.07	197.31	197.31	188.39	197.31	197.31	184.61	123.25	157.07	197.31	197.31	188.39	197.31
USA (100)		197.31	0.1	188.39	123.25	157.07	197.31	0.1	2.84	197.31	184.61	123.25	157.07	197.31	197.31	188.39	197.31	197.31	184.61	123.25	157.07	197.31	197.31	188.39	197.31
USA (100)		197.31	0.1	188.39	123.25	157.07	197.31	0.1	2.84	197.31	184.61	123.25	157.07	197.31	197.31	188.39	197.31	197.31	184.61	123.25	157.07	197.31	197.31	188.39	197.31
USA (100)		197.31	0.1	188.39	123.25	157.07	197.31	0.1	2.84	197.31	184.61	123.25	157.07	197.31	197.31	188.39	197.31	197.31	184.61	123.25	157.07	197.31	197.31	188.39	197.31
USA (100)		197.31	0.1	188.39	123.25	157.07	197.31	0.1	2.84	197.31	184.61	123.25	157.07	197.31	197.31	188.39	197.31	197.31	184.61	123.25	157.07	197.31	197.31	188.39	197.31
USA (100)		197.31	0.1	188.39	123.25	157.07	197.31	0.1	2.84	197.31	184.61	123.25	157.07	197.31	197.31	188.39	197.31	197.31	184.61	123.25	157.07	197.31	197.31	188.39	197.31
USA (100)		197.31	0.1	188.39	123.25	157.07	197.31	0.1	2.84	197.31	184.61	123.25	157.07	197.31	197.31	188.39	197.31	197.31	184.61	123.25	157.07	197.31	197.31	188.39	197.31
USA (100)		197.31	0.1	188.39	123.25	157.07	197.31	0.1	2.84	197.31	184.61	123.25	157.07	197.31	197.31	188.39	197.31	197.31	184.61	123.25	157.07	197.31	197.31	188.39	197.31
USA (100)		197.31	0.1	188.39	123.25	157.07	197.31	0.1	2.84	197.31	184.61	123.25	157.07	197.31	197.31	188.39	197.31	197.31	184.61	123.25	157.07	197.31	197.31	188.39	197.31
USA (100)		197.31	0.1	188.39	123.25	157.07	197.31	0.1	2.84	197.31	184.61	123.25	157.07	197.31	197.31	188.39	197.31	197.31	184.61	123.25	157.07	197.31	197.31	188.39	197.31
USA (100)		197.31	0.1	188.39	123.25	157.07	197.31	0.1	2.84	197.31	184.61	123.25	157.07	197.31	197.31	188.39	197.31	197.31	184.61	123.25	157.07	197.31	197.31	188.39	197.31
USA (100)		197.31	0.1	188.39	123.25	157.07	197.31	0.1	2.84	197.31	184.61	123.25	157.07	197.31	197.31	188.39	197.31	197.31	184.61	123.25	157.07	197.31	197.31	188.39	197.31
USA (100)		197.31	0.1	188.39	123.25	157.07	197.31	0.1	2.84	197.31	184.61	123.25	157.07	197.31	197.31	188.39									



## RECRUITMENT

## JOBS: The business case for paying close attention to employee issues

## Happy workers can generate high profits

Are unions good for business? A question such as this would probably have been laughed off the page 10 years ago, dismissed as absurd in its very naivety.

Yet, according to an academic who has been no stranger to this column over the years, even the most anti-union companies in the US are no longer able to ignore the successes of competitors which have chosen to accept, and even encourage, collective organisation among their employees.

In his latest book, *Competitive Advantage Through People*, Jeffrey Pfeffer, professor of organisational behaviour at Stanford Graduate School of Business, points to the five top performing US companies between 1972 and 1993 in terms of percentage returns on their shares: Southwest Airlines, Wal-Mart, Tyson Foods, Circuit City and Plexus Publishing. All, he writes, have one thing in common: not a reliance on technology, patents, or strategic position, but in the approach they use to managing their workforce.

Pfeffer was speaking to former students in London last week about potential solutions to the employee malaise that is sweeping the US and manifesting itself in parts of the UK workforce. That there is a deep employee disenchantment in what prices itself as one of the world's most deregulated labour

markets was confirmed in a recent survey carried out for President Bill Clinton's commission investigating employer-labour relations. It found widespread dissatisfaction with jobs and distrust of managements.

Pfeffer was urging managers to consider employment practices which many companies appear to have ignored in the clear-outs of the last few years. Security of employment, union membership, high wages, full-time employees and greater employee share ownership, said Pfeffer, should not be regarded as milestones to competitiveness, but as features that can help define successful companies.

He left some members of the audience wondering if he was preaching a form of corporate socialism. Many of his ideas seemed to conflict with the political dogma supported by most employers' bodies in the US and the UK. Pfeffer, however, was advancing a business argument.

In addition to his five top performers, he threw into the pot a few more companies such as Nordstrom, Lincoln Electric and the New United Motor plant of the Toyota-GM joint venture at Fre-

mont, stressing that all had achieved exceptional economic returns in highly competitive and often mundane industries.

Their secret was to pay close attention to the needs of their workforce. A common mistake made by many employers, said Pfeffer, was to confuse labour rates with labour costs. High pay, in both motivating and attracting a more productive workforce, he argued, could be a far more cost effective approach to employment than having a low paid unproductive workforce.

To make his point he offered these 1991 statistics which show that compared to averages for the US airline industry, Southwest Airlines had fewer employees per aircraft (79 against 131) and flew more passengers per employee (2,318 against 848).

Some of the airline's success in the high volume-low cost air travel market involved other factors such as a 15 minute turn-around for aircraft, but even that needed highly motivated and reactive employees to make it possible.

Another important ingredient of the Southwest Airlines formula can

be found in its charismatic chief executive, Herb Kelleher, who has a hands-on approach to the business. He is as likely to be found serving in-flight peanuts, chatting to passengers and staff or shifting luggage in the baggage handling bays as in the boardroom.

Kalleher has put a late 20th-century gloss on a discovery of the more enlightened employers of the 1920s and 1930s: that a happy workforce pays productive dividends. As Pfeffer said: "You can't provide a great customer service if your employees are miserable."

Southwest airlines, he said, had the lowest staff turnover and best labour relations in the US airline industry and also the most productive people in the industry. Part of this formula is in operating a "fun to be at work policy". This is epitomised in some of its recruitment advertisements. In one Kelleher is dressed as Elvis Presley and the slogan says: "Work in a company where Elvis has been spotted".

Nordstrom, the department store chain, puts a strong emphasis on

commissions for staff, but competitors who have introduced similar systems have not enjoyed the same results and some have found that it has led to grievances. The secret seems to be not so much in what is done as how. As Pfeffer observes in his book, the workplace policies of these successful companies have proved difficult to imitate.

Another feature of the company policies he is examining is that many of them are not new. Lincoln Electric's incentive management programme has its roots in a system of elected employee representatives to an advisory board first established in 1914. It also pays well. Some of its most skilled hourly-paid production workers are drawing \$100,000 a year.

Many of the companies, including Lincoln Electric, Nordstrom and Wal-Mart, have promotion from within. Many also run their operations with few part-time employees, preferring more committed full-time workers.

Some companies which have embraced union involvement, he writes, have found that union hostility was far less pronounced than

might have been expected. When the joint venture between Toyota and General Motors occupied the Fremont plant formerly run by GM, most of its recruits were from the United Auto Workers union, including the union hierarchy that had dominated in the old GM factory. Recruitment was carried out jointly by management and union officials. The selection process included an arbitration procedure to handle disputes over selection.

Employees went through a three-day selection and assessment procedure. All had a four-day orientation programme explaining team working, the production system, quality system, attendance rules, safety policies and labour relations, and job security was formally written into the contract.

All those in production wore the same blue smock and management cafeterias and reserved parking disappeared. Many job classifications were also removed. Instead of inspectors, for example, inspection became everyone's job. The result was that absenteeism fell dramatically.

Another feature, highlighted and

supported by Pfeffer is "wage compression", meaning that team leaders earn little more than other team members.

His argument for greater wage compression - creating less of a disparity between the pay of the highest and lowest paid employees - would seem to have lessons in the debate over increasing pay levels for some of the UK's top company chiefs. In his book, Pfeffer argues that where there is no great disparity between lower and higher paid employees, pay is likely to be less emphasised in the reward system and the company culture. In those circumstances, he writes, people are not constantly worrying about whether they are compensated appropriately and attempting to renegotiate their salaries.

Pfeffer quoted a recent survey where employers were asked to list the most important requirements for improving the business. Most placed advanced computer technology at the top of their list.

"When everyone has the same computer technology, where is the competitive advantage?" We are looking for the technological fix," said Pfeffer, adding, "It's easy to talk about the competitive advantage of people. It's hard to do it."

*Competitive Advantage Through People* is published by Harvard Business School Press, \$24.95

Richard Donkin

## EMERGING MARKETS



## SEARCH &amp; SELECTION

Our client, one of the market's most innovative and successful Inter Dealer Brokers, requires further professionals to expand its business in Emerging Markets. The firm benefits from an outstanding reputation, has a large and expanding network of clients and has recently consolidated its position with a significant investment in live screen technology.

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To discuss further, please contact Philip Rawlinson  
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Responsible for efficient administrative and transaction support within documentation, deal confirmation and regulatory and settlement procedures for all Origination teams, including fixed income, equity, structured finance, securitisation and loan syndication.

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Responsible on a day-to-day basis for execution, structuring and support of specific capital markets transactions, most notably involving equity products.

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## TOP OPPORTUNITIES

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- a 98% interest in the Filon Sur gold mine in southern Spain forecast to produce 25,000 ounces of gold and 170,000 ounces of silver in 1995 and which intends doubling in production in 1996.
- an effective 65% interest in Renaissance Stone Masonry RT, a private company involved in marble, limestone and travertine quarrying and processing plants and in general construction and building restoration works in Hungary.
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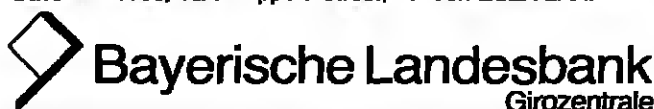
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- Collate, evaluate and analyse regional economic data and provide regular marketing information.
- Maintain relationships with financial institutions to sustain the company's profile.

This is a challenging and rare opportunity to contribute at the highest level to the expansion plans of this dynamic and innovative group. The remuneration package, which will include standard allowances, will reflect the importance of this key appointment.

Please send a full curriculum vitae in the first instance to Avril Hamill, Senior Consultant or telephone for an initial discussion.

7 BIRCHIN LANE  
LONDON EC3V 9BY



Tel: 071 895 8030  
Fax: 071 826 2082

A Member of The Directorate Group Plc

## EMERGING MARKETS



## SEARCH & SELECTION

### EQUITY ANALYST/EMERGING MARKETS ECONOMIST



Our client, a well-respected European investment bank, is seeking to make two appointments - an equity analyst and an emerging markets economist. The focus of analysis will be the emerging markets of Central and Eastern Europe, Africa and the Middle East. Candidates should have detailed knowledge and experience of at least one of these regions. Candidates for both positions should be technically strong and possess excellent presentational skills, both oral and written.

Involving the production of research for both external and internal use, emphasis will be placed on candidate's ability to extract and interpret primary data from regional sources and to work to tight deadlines. Both positions will entail travel to the regions and contact with investors in Europe and the US.

Competitive remuneration packages will be offered to the successful candidates. To discuss further, in strictest confidence, please contact:

David Williams  
Emerging Markets Search and Selection  
2/9 Masons Avenue London EC2V 5BH  
A Division of Global Markets Recruitment Ltd  
Tel 0171 600 4744 Fax 0171 600 4717



## OPPORTUNITIES WITHIN GLOBAL CUSTODY & FUND ADMINISTRATION IN LUXEMBOURG

Competitive Salary +  
Benefits Package



THE BANK OF BERMUDA  
(LUXEMBOURG) S.A.

Founded in 1889, the Bank of Bermuda is globally represented with offices in 15 locations and currently has client assets under administration in excess of \$40 billion. The Luxembourg office, which was established in 1988, provides a full range of custody and fund administrative support services to a client base consisting of offshore Funds and private clients valued at \$3 billion. As a result of its continuous growth, opportunities have arisen for two key individuals to complement the management team.

### HEAD OF GLOBAL CUSTODY

You will have day to day responsibility for a diverse portfolio, covering both institutional and private clients from major financial centres. You will manage the settlements, income processing, corporate actions and client administration areas with the responsibility for 30 staff. Additionally, you will assist in the provision of an effective, professional service to clients. This demanding role will suit a proactive individual with at least ten years experience of Global Custody. A professional accounting qualification is desired but not essential.

### CLIENT RELATIONSHIP MANAGER

Based within the Corporate Trust Department, this role embraces the management of client relationships. Close liaison both internally and externally is required in order to understand client requirements and to ensure the Bank provides its clients with the standard of service they require. You will also be involved in developing new business on behalf of the Bank and cross selling its current range of products. This crucial role will suit a proactive, commercially orientated individual with excellent presentation skills, a meticulous approach and with a commitment to client service. Five years experience of fund administration is a prerequisite for this position.

These roles represent challenging opportunities and prospects globally remain excellent. To discuss these, please contact Jonathan Astbury or Tony Marshall on 071-629 4463 (evenings and weekends 071-702 9672) or write quoting Ref. JA 7120 to Harrison Willis, Cardinal House, 39/40 Albemarle Street, London W1X 4ND. Preliminary interviews will be conducted in Luxembourg and London.

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FINANCIAL MARKETS  
RECRUITMENT

## CREDIT ANALYST

£25-30,000 + Bonus + Benefits

Central London

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**The Position:** Providing credit analysis expertise to an existing team of investment decision-makers, on both an ad-hoc and a strategic basis. Producing written research, establishing and monitoring counter-party arrangements.

**The Requirement:** 2 years' of credit analysis experience, coupled with a good degree

in a numerate subject. Experience in private banking, or corporate credit, or trading-oriented research, is appropriate. An understanding of credit products and the marketing thereof will be particularly advantageous.

For further information, please contact the Investment Research Division at McGregor Boyall Associates, quoting reference CAFT52, on 0171-247 7444. Alternatively send your CV to us at 114 Middlesex Street, London E1 7JH, or fax it on 0171-247 7475.

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& EXCELLENT

### LONDON

Our client is a major British player in the international banking arena. It offers structured finance and innovative investment products, including high-yield funds, to its ever increasing institutional and private client base. It enjoys a leading position in loan finance activities such as commercial property lending, aircraft leasing and public sector finance whilst focusing on the application of advanced risk analysis techniques to asset management, property investment and loan portfolio management.

As a result of continued growth, an opportunity has arisen for a highly motivated commercial

professional within the Risk and Credit analysis team.

This high profile but "hands on" multi-disciplinary group is responsible for the Risk Management and Profitability Measurement of both commercial and investment transactions.

Hence the chosen candidate will need:

- A high level of initiative and commercial acumen
- Strong communication and presentation skills
- A recognised technical/analytical qualification (ie. ACA, ACIB)

- More than one year's Risk Analysis/Credit Analysis experience
- The ability and ambition to be part of a key decision making team

If you feel you have the qualities to succeed in this highly meritocratic organisation, please call Rachel Hannon on 0171 379 3333 (fax 0171 915 8714) or write to her, enclosing a detailed CV, at Robert Walters Associates, 25 Bedford Street, London WC2E 9EP.

ROBERT WALTERS ASSOCIATES



## An MBA Investment FINANCIAL ANALYST

Bringing the UK communications industry into the 21st Century has required significant investment at NYNEX. The infrastructure is now in place to provide the very latest telecommunications and cable TV services to households and businesses all over the UK. To help us keep pace with our success, we've created a new post - Financial Analyst.

You will interface with senior management across the organisation using your broad - ranging commercial knowledge to analyse information from key areas of our business. You will need well developed analysis and report writing skills coupled with an extensive knowledge of financial performance indicators to meet the demands and expectations of the role.

An MBA qualified, highly motivated facilitator, you will possess the vision and adaptability to quickly establish yourself as a key influence within the Department. Now you'll be keen to invest your expertise and professional presence into a major corporation where the parameters of your involvement and the scope of your professional profile will have no limitations.

Your contribution will be reflected in terms of a salary of c£40K plus a range of attractive benefits.

Initially, please send your CV with a covering letter to Pamela Gordon, Human Resources, NYNEX CableComms Limited, Wimbledon Bridge House, 1 Hartfield Road, Wimbledon SW19 3RU. Tel: 081-545 8098.

**NYNEX**

### INTERNATIONAL TELECOMMUNICATION AT BELCOM

BelCom is a leading provider of telecommunications in the CIS. We are seeking candidates for the positions below in our Moscow, London and Almaty, Kazakhstan sales offices. We favor candidates with Russian speaking ability. Attractive salary and bonus scheme offered.

**FINANCIAL DIRECTOR [Kazakhstan]**  
Primary role will be to make financial and commercial contribution as a key member of the management team. The position encompasses responsibility for the accounting function, providing the business with timely and accurate management information. Minimum 5 years experience in a telecommunications environment is required.

**DIRECTOR PROGRAM MANAGEMENT [Kazakhstan]**  
Overseer of post project sale including continuous review and evaluation of project's progress. Supervise personnel and budget including development of necessary documentation and data for Financial Director.

**SALES MANAGER [Kazakhstan]**  
Experienced sales manager with proven track record both in sales and sales management to develop target markets and sales. Individual will have minimum 5 years experience in international telecom sales. In addition, successful candidate will have proven sales management skill in motivating and guiding multi-national sales staff through complex systems sales. Sales manager will also be responsible for developing and implementing sales tracking and reporting tools. Communications sales experience, excellent interpersonal skills and good team spirit are a must.

**SALES PERSON [Moscow, Kazakhstan & London]**  
Experienced sales person with a successful, progressive track record to cultivate target markets for international telecommunications services. Candidate must have strong presentation and writing skills, demonstrated ability to identify decision makers, define customer requirements and close the deal. Minimum 5 years sales experience in the telecom industry is a must.

If you are applying from the CIS, please fax a comprehensive CV to the Human Resources Department at BelCom's Moscow office at 7-055-529-88-58.

If you are applying from London/Europe, please fax a comprehensive CV to the Human Resources Department at BelCom's NY office 1-212-755-0864. London interviews will be held during late-February.

### RCG/HAGLER BAILLY, INC.

**International Management Consultants**  
RCG/Hagler Bailly, Inc. requires professionals at all levels for career or international management consultants. Our assignments involve restructuring electric power sectors, developing electricity legislation, establishing electricity regulatory agencies, corporatizing newly formed electric utility companies, providing management and organizational advice to energy companies, and introducing private investment in the power sector.

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For our contract with USAID to assist energy sector reform in the former Soviet Union, we now require a resident advisor in Almaty, Kazakhstan for 12-24 months. This expert will advise senior government and utility officials on power sector restructuring and regulatory reform, and will manage teams of consultants in Kazakhstan. Position requires a self-starter, highly motivated, U.S. citizen with senior management-related electric utility experience. Prefer experience as a senior consultant, senior financial manager of an electric utility, or senior member of an electric regulatory agency. Economics or engineering degree with MBA preferred. Require strong technical writing and other communication skills. Relevant international experience and Russian language skills highly desirable.

For either of the above, forward resume in confidence to David Keith, Vice President, RCG/Hagler Bailly, 1530 Wilson Blvd, Arlington VA 22209 Fax 1-703-351-0342, by 15 March 1995 EOE/HV



**European Bank**  
for Reconstruction and Development

We offer a position with good career prospects for a

### Planning & Budgeting Manager

Reporting to the Head of Corporate Planning and Budgeting, he/she will:

- assist in the preparation and monitoring of the Bank's plans and budgets,
- assist in the development and implementation of planning, budgeting and reporting systems,
- participate in the preparation of planning and budgeting documents for senior management.

#### REQUIREMENTS:

- Master's degree in business administration or qualified accountant,
- age 28-30. Preferably 2 years relevant work experience,
- excellent computer skills,
- excellent analytical and communication skills,
- teamworker, able to meet deadlines under pressure.

To apply, please write in English quoting reference number FT0295 to: Mr Ernst Mehl, Principal Manager, Human Resources, European Bank for Reconstruction and Development, One Exchange Square, London EC2A 2EH.

All applications will be acknowledged.  
Please help by not telephoning.

### Lazard Investors

#### Private Clients

#### Senior/Assistant Portfolio Managers

Lazard Investors, the fund management division of Lazard Brothers, currently manages assets of around £4.5 billion on behalf of a wide range of international and domestic clients.

The success of our private client team, which is responsible for 20% of the assets under management, has led to the creation of opportunities for two new members of the team, one a senior portfolio manager, the other, an assistant portfolio manager.

Applicants should be graduates and/or professionally qualified and fluent in a second language. The senior portfolio manager, who will be responsible for a number of clients' international investment portfolios and for marketing to potential new clients, should have at least five years previous experience of private client portfolio management.

The assistant portfolio manager, who will report to one of our private client portfolio directors, should have had one or two years previous financial services experience, preferably gained within securities markets.

Interested candidates who meet our criteria should send their curriculum vitae, including present remuneration details and contact telephone numbers, no later than Friday, 24 February to:

Sarah Barber  
Personnel Department  
Lazard Brothers & Co., Limited  
21 Moorfields, London EC2P 2HT

Old Mutual Portfolio Managers is a rapidly growing asset management company. It has a stable, committed team of investment professionals and has delivered superior investment performance for its clients over several years.

A very successful track record in managing European equities has been established, which has led to a strong rise in the assets under management.

## EUROPEAN EQUITIES

We now wish to recruit an assistant European Portfolio Manager. The successful candidate will be highly numerate & will have a good academic record. Some experience of equity markets is essential although this may not necessarily have been gained in an investment management role.

Each member of the team is self-motivated, energetic and committed to standards of investment excellence. We are offering a competitive remuneration package.

To apply for the position, please write, enclosing a full CV to: Talal Shakerchi, Old Mutual Portfolio Managers Limited, 2 Bartley Way, Hook, Basingstoke, Hampshire, RG27 8XA, England.

### ACCOUNTANCY APPOINTMENTS



## General Electric Manager, European Compensation & Benefits

### Excellent Remuneration Package

GE Capital Services (GECS), the financial subsidiary of General Electric USA is one of the largest and most profitable diversified financial services companies in the world with revenues of \$1.8 billion. Currently thirteen businesses in Europe provide financing, leasing and loan servicing for capital equipment, consumer services and specialty insurance. GECS is a high growth oriented business employing 5000 people throughout Europe.

#### THE POSITION

- Provide compensation and benefits leadership and advisory functions for all GECS businesses in a highly matrixed organisation.
- Develop, plan and review compensation, benefits and variable bonus schemes in line with strategic business objectives.
- Review compensation plans for acquisition targets and ensure their implementation.
- Manage human resource projects in staffing, labour, law, personnel policies and practices.

#### THE PERSON

- Graduate with experience in compensation/benefits consulting firm.
- Previous background in a multinational matrix business environment is an advantage.
- Excellent presentation skills at senior management level.
- Strong analytical abilities with more than one European language highly desirable.
- Strategist skilled in variable compensation schemes designed to meet business objectives.

General Electric USA is not affiliated with the English company of a similar name.

If you wish to apply for this position, please send your CV, with current salary details quoting ref 53301

to Nigel Rose, K/F Associates, Concorde House, Trinity Park, Bickenhill Lane, Solihull, Birmingham B37 7ES.

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FTSE 100 Division

South West

## European Finance Director

Key role at the heart of one of the UK's most successful and acquisitive businesses, advising the CEO of a £250 million turnover division with operations throughout the UK and the Continent on realising revenue generating opportunities whilst maintaining renowned controlled disciplines. First-class prospects to progress in either Group finance or the line, both in the UK and internationally.

#### THE ROLE

- Supporting the Managing Director by providing a prompt, accurate and business-focused finance service, ensuring that tight financial control is maintained.
- Playing a key role in formulating the financial strategy by providing a framework to evaluate opportunities and advise on implementation in the operating companies. Drive further cost reduction initiatives.
- Identifying and assessing acquisition opportunities throughout Europe, liaising with operational management in the US and functional specialists in plc head office.

#### THE QUALIFICATIONS

- Ambitious graduate Accountant, aged 35+, with first-class costing and financial control skills gained in an international manufacturing or engineering environment. Second European language advantageous.
- Team player with superior interpersonal and leadership skills, honed in a complex, matrix managed business. Able to present to a demanding audience, both internal and external.
- Reliable business adviser, capable of generating business solutions and ensuring consistency in implementation.

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**Salary: c.£75,000 plus benefits**

- The successful candidate is likely to have had at least 15 years experience in financial

\* Please send your curriculum vitae with current salary details and an explanation of how you meet these requirements to Suzanne Karoly, Ernst & Young Corporate Resources, Rolls House, 7 Rolls Buildings, Jetter Lane, London EC4A 3NH, quoting reference SK555.



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**Interested candidates should write enclosing a full CV and current salary details, quoting ref. 256 to:**

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Telephone: 081 944 1592.**

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*Philip Rice*  
PARTNERSHIP

Interested individuals should telephone Norrie Sinclair on 0171 405 4161 (Fax: 0171 430 1140) or evenings on 0171 736 5165. Alternatively write to him at EMS, Recruitment Consultants, 5 Bream's Buildings, Chancery Lane, London EC4A 3DY, enclosing a full Curriculum Vitae and a note of current package.

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Age 26-32

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**c£40 - 45,000**

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**c.£35k + benefits and relocation**

As our clients are located in a number of countries, this role will call for travel within Europe.

If you are interested in this exciting appointment, please contact Ailsa McClung:  
Brice Waterhouse

Price Waterhouse,  
No. 1 London Bridge,  
London SE1 9QL

**Price Waterhouse**

**c.\$40,000 + SIGNIFICANT BONUS POTENTIAL + BENEFITS**

- The Finance Manager will be a key member of the management team in one of the major SBU's reporting in at Director level. Central to the role will be the interpretation of management information produced by the Chief Accountant's team at the centre, and

- The remuneration package will include significant bonus potential and the position offers excellent scope for career progression within the Group.

Please apply in writing quoting reference 870  
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**Nigel Bates**  
**Whitehead Selection Limited**  
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Tel: 0171 637 8736

**Whitehead**  
SELECTION

**£40-45,000 + Benefits**

This will encompass monthly analysis and reporting of business unit operating performance, capital budgeting, programme acquisition, cost control together with annual and 5 year planning. The developmental nature of the role will require

Experience gained within a fast moving, competitive environment. A self-starter with the ability to interact with senior management on a cross functional basis, you will have a thorough understanding of financial management techniques and financial modelling. Most importantly, you must display the talent, creativity and toughness to progress within a truly unique business.

Interested applicants should forward their curriculum vitae to Nigel Milford, Michael Page Finance, Page House, 39-41 Parker Street, London WC2B 5LH. Please quote reference 220245.

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## Financial Controller

High Technology Engineering

South East England

to \$55,000 + bonus + car

The company, a world leader in its field, has a turnover of £200m per annum and is growing very rapidly. There are manufacturing facilities in Europe, USA and Japan with products sold to over 60 countries throughout the world. It forms part of a successful Footsie 100 Group which operates in a small number of strategic industry sectors.

Reporting to the Group Finance Director and based at the Group's Headquarters, you will have overall responsibility for the UK, where the main manufacturing and product development facilities are based, and head office accounting functions including the preparation of monthly financial reports, the budgeting and planning processes and continuing with the process of best operating practice/business process re-engineering. You will

manage a department of 18 and some international travel will be necessary.

Candidates for this challenging position should be between 28 and 35, educated to degree level and qualified accountants (ACA or ACMA). They should have relevant senior finance experience within an operating subsidiary of an international engineering based group. Experience of staff management and sophisticated computer based systems are essential.

Success in this role should result in promotion within the Group either in the UK or overseas.

Please reply in confidence quoting reference: 2453 to Management Appointments Limited, Finland House, 56 Haymarket, London SW1Y 4RN. Telephone: 0171 930 8314. Fax: 0171 930 9538.

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Excellent salary and benefits

- Our Financial Markets Division is looking for a successful Treasury professional to join the rapidly growing Corporate Treasury consulting practice.
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- You will be ACT qualified and have a minimum of five years' experience of Corporate Treasury management. Previous consultancy experience is not required but you must be very able in the evaluation of problems, the development of solutions and the communication of conclusions to senior executives. The successful candidate will be highly motivated with strong interpersonal skills and a keen intellect.

Interested applicants should send a full CV, stating salary and quoting ref P0587, to our advising consultants, NBS, 54 Jermyn Street, London, SW1Y 6LX.

**ARTHUR ANDERSEN**

ARTHUR ANDERSEN & Co. SC

## adidas Vice-President, Internal Audit adidas AG Germany

adidas is one of the world's foremost distributors of sports clothing and footwear. As part of our ongoing commitment to highly efficient financial controls, we are seeking to appoint a high-calibre individual to lead the organisation and development of an internal audit team.

Reporting to the Chief Financial Officer, you will manage a qualified staff of three to four internal auditors charged with conducting periodic financial and operational audits of adidas companies and licensees around the world. A key objective of the department will be to identify and develop areas where productivity improvements may be achieved, and the team will be viewed as a training ground for future financial managers.

Candidates will require a minimum of five years' practical experience within a public accounting and internal audit environment, including staff development and deployment. You must also possess a strong knowledge of the United States and/or international accounting standards, plus a willingness to undertake extensive international travel. Highly developed English language skills are vital, whilst some knowledge of German would be an advantage, but is not essential.

As you would expect, the remuneration package is excellent, and includes a generous range of benefits. For the right candidate, we will also offer comprehensive relocation assistance.

Please write, enclosing full CV, to adidas AG, c/o Human Resources Department, P.O. Box 1120, D91072 Herzogenaurach, Germany.

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## Chief Accountant

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### THE ROLE

- Responsible to the Finance Director for financial and management accounting and the provision of a range of services to the Partnership including six-monthly budget procedures, ad-hoc projects and the evaluation of capital expenditure proposals.
- Working closely with other colleagues in the finance department, taking day-to-day responsibility for the treasury function and continuing development of accounting and management information systems for both London and overseas offices.
- Acting as primary contact with auditors and investment advisors.

### THE QUALIFICATIONS

- Professionally-qualified graduate with a minimum of four years' POE preferably gained in a blue-chip, professional services environment.
- Strong technical and accounting skills. Extremely computer literate, with a track record of developing and implementing new systems. First-class communicator both orally and in writing.
- A supple intellect with relationship-building skills strong enough to be credible and influential at Partnership level. Adaptable and pragmatic with highest levels of integrity.

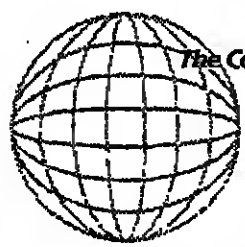
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## Finance Director

**RUSSIA  
TO \$80,000**



### The Company

This telecommunications client has enjoyed tremendous success in tackling the challenging Russian market. Just last month they won another major contract against intense competition. They have a fully operational trans-Russian infrastructure which puts them a significant distance ahead of many others in this region.

### The Role

This joint venture is one of their most recent successes. You will need to enhance and further strengthen systems of internal control and financial reporting. Delivery of reliable management information is a prime responsibility of this director level position. A department of Russian and Western accounting staff will report directly to you. The role is seen as an integral part of the senior management team driving the business forward.

### The Person

You will need solid financial systems implementation experience and a track record of Business Management success. International experience in emerging markets would be very useful. Most important is the combination of commercial attitude, knowledge, innovation and desire to improve and build on current successes.

Please send a full resume with a covering letter to the address below quoting reference FT2530 on all correspondence. Applications will be treated in the strictest confidence.

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Professional with many years varied multi-nationals experience with Swiss & EU passports, working German & French, desires a challenging senior audit or bank audit position. Ready to travel widely from his own Zurich base or can relocate.

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City

£150,000 - £200,000 Package

Renowned as one of the leading financial institutions providing an extensive range of banking and financial services, both domestic and international, our Client's continuing marked success is built on long-term, mutually profitable relationships with its clients.

Reporting directly to a main board director, a leading tax specialist is sought to head the Group's taxation department with responsibility for tax and fiscal control over the whole of the Group.

Responsibilities will include:-

- formulating and developing the Group's taxation policy;
- exploiting tax planning opportunities both within Corporation and Value Added Taxes;
- overseeing compliance in all aspects of Group Tax;
- ensuring the most tax effective advice is given on major transactions;
- advising key business units on the most tax efficient methods of structuring and doing business.

Already a partner in a major City law or accounting practice, ideally aged between 37-50 with a background in banking/international taxation, the successful candidate - lawyer or accountant - will have a corporate tax specialism with some expertise of VAT issues. Of crucial importance is a highly developed commercial awareness, a proactive and creative approach to tax issues and the ability to contribute at a strategic level.

With opportunities for further career advancement within senior management, the comprehensive package will fully reflect the quality and stature of the Group and include a performance bonus, share option scheme, non-contributory pension, loans and executive car.

For further information in complete confidence, please contact Gareth Querry or June Mearns on 0171-405 6062 (0181-340 7078 evenings/weekends) or write to them at Querry Dougall Commerce & Industry Recruitment, 37-41 Bedford Row, London WC1R 4EJ. Confidential fax 0171-831 6394. Initial discussions can be held on a no names basis.

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Travel will be on a worldwide basis approx. 60%. Applicants should be aged c30, career prospects are excellent.

Please write to

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## Financial Controllers

Midlands, Yorkshire, South Wales

£35-45,000 + Executive Package + Car

Our client is a leading manufacturer, servicing a highly competitive and dynamic FMCG market sector. As part of a reorganisation to support future business strategies, it is seeking to appoint a number of high calibre Financial Controllers.

As Financial Controller, you will report directly to a Divisional Director and be totally responsible for the financial management of that division. You will be a key member of the management team and will be expected to provide strong financial leadership and support, particularly with regard to the analysis of current performance and future business opportunities.

Candidates will be fully qualified accountants

with sound managerial experience who can demonstrate a strong costing/management accounting background within a manufacturing and sales environment. Well developed interpersonal skills combined with personal presence, maturity and commercial acumen would be essential in order to make a positive contribution to the success of the business.

Relocation assistance will be available where necessary. Interested candidates should forward a comprehensive curriculum vitae to Stephen Banks at Michael Page Finance, Clarendon House, 81 Mosley Street, Manchester M2 3LQ, quoting reference 218844.



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Société Européenne des Satellites (SES) is the first European private satellite operator; today over 50 million households throughout Europe are receiving television and radio programmes via our satellites.

The expansion of its commercial activities and the rapid growth of its organisation leads SES to look for a

### FINANCIAL CONTROLLER (m/f)

to strengthen the small team of finance and accounting professionals in the company's headquarters at Betzdorf, Luxembourg.

Reporting directly to the Director of Finance, the responsibilities of the position include:

- consolidating, reporting and analysing key financial and management accounting results;
- performing special projects evaluations;
- preparing annual budgets, operating and strategic plans;
- establishing and enforcing financial policies and controls;
- identifying profit improvement and system enhancement opportunities;
- interfacing with external auditors.

Around 35 years old, the successful candidate will hold a university degree in business administration or equivalent qualifications, with a minimum of 5 years of experience in finance and a record of increasing achievement, including supervisory responsibilities. The future incumbent should possess excellent technical and analytical skills, a "hands on" management style and the ability to work well with people at all organisational levels.

Experience in a multinational commercial or industrial company gained in the fields of accounting, budgeting, controlling and balance sheet management are a must. Language fluency in English and German are basic requirements, additional language skills a valid asset.

Interested candidates should send their application in English with typed CV and recent photo to Constant WAGNER, Manager, Human Resources at:

Société Européenne  
des Satellites S.A.  
L - 6815 Betzdorf  
Grand Duchy of Luxembourg



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Fund Research is the leading independent research company providing definitive qualitative analysis on collective investment funds to clients globally. It is currently expanding its research team and seeks candidates with an analytical, enquiring mind, who are well organised and have the self-confidence to interview the best investment managers throughout the world. Writing skills and a knowledge of investments are imperative and experience in the fund management industry an advantage.

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Please apply in confidence with curriculum vitae to:  
Anne White, Fund Research Limited,  
1 Frederick's Place, London EC2R 8HX.



## Financial Director Designate

Manchester Package to c.£40,000 + car

Our client is an established, privately owned, automotive component manufacturer. Its impressive customer base includes a large number of blue chip clients and the company exports its products throughout Europe and the Middle East. Founded over 100 years ago, the company has a well deserved reputation for innovation, quality and customer service. With current sales volumes standing at £6m p.a. and an enviable profit return, the organisation is well placed to achieve its strategic objective of turnover in excess of £10m p.a. by the end of 1996.

The company now seeks a graduate calibre, qualified accountant to take responsibility for the finance and administration function. Key responsibilities will include compilation of financial and statutory information; definition of existing financial systems and controls; development of management information systems to reflect the future needs of the business; provision of detailed management reports to include analyses of key performance indicators; and continuing enhancement of computer systems in order to provide a sound platform for future development. Additionally the postholder will be responsible for appropriate company secretarial duties.

Interested candidates should send a comprehensive CV, highlighting relevant experience and including remuneration details to Karen Paige at KPMG, St James Square, Manchester M2 6DS.

KPMG Selection & Search

## Finance Director (Designate)

IT Sector

Thames Valley £40,000 + Package, Car

A key position within a successful & rapidly growing company, part of a diversified quoted PLC with an ambitious growth strategy

### The Role

- Advise & assist the Managing Director
- Support growth through financial planning & analysis of opportunities
- Manage & motivate a small dedicated team to ensure the highest standards of internal control
- Develop systems in accordance with the evolution & expansion of the business

### Qualifications

- Ambitious graduate, ACA or ACMA aged 30+
- Relevant experience in IT or service sectors, preferably in contracts based industry
- Sharp & enquiring mind. Commercial & "hands on" approach
- Energetic & self-disciplined with excellent interpersonal & communications skills

Please send full C.V. & details of current remuneration to Box A 5051, Financial Times, One Southwark Bridge, London SE1

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